

International Olympic Committee



Marketing Report

torino 2006

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Letter from **Jacques Rogge** IOC President

The 2006 Olympic Winter Games in Turin provided the world with a wonderful experience of sporting excellence over the course of 17 days. To help make this moment possible for the athletes of the world, the Olympic broadcasters and Worldwide Olympic Partners dedicated extraordinary expertise and vital resources.

The Worldwide Olympic Partners provide substantial contributions of goods and services to the staging of the Olympic Games, and the Olympic broadcast partners bring the brilliance of the Olympic experience to the global viewer.

With thanks to the support of our partners, the IOC is able to distribute significant revenue throughout the Olympic Movement and importantly, invest in sport.

Broadcast revenue supports the Organising Committee in the staging of the Games, the International Sports Federations in the global promotion of sport, and National Olympic Committees through Olympic Solidarity. Through the TOP programme, the Worldwide Olympic Partners contribute support for every National Olympic Committee in the world, as well as products, services, technology, expertise and financial resources to the Organising Committees for the staging of the Games.

Torino 2006 received tremendous support from Olympic broadcasters and sponsors. Their commitment to ensuring the success of the Games and their dedication to the Olympic athletes is inspiring. By helping to provide a global stage for the world's greatest athletes, and by assisting the Olympic Movement in sharing the spirit of friendship, solidarity and peace, our Olympic partners make a vital contribution to the world. For this, we are very grateful.

Within this report, it is our hope that all will see the excellence of the 2006 Olympic Winter Games and the important contributions that the Olympic broadcasters and sponsors have made to the Olympic Movement and the athletes.









Letter from **Gerhard Heiberg, Chairman, IOC Marketing Commission**

As I think back on the great experience of Torino 2006, I would like to express my gratitude to the Worldwide Olympic Partners and to the Turin Organising Committee.

For the past 20 years, the TOP programme has provided support for every Organising Committee and every National Olympic Committee. In that time, the TOP sponsors have become increasingly vital to the success of the Games. In that time, they have also become more supportive of our efforts to share the Olympic ideals with the world.

I would also like to note that the Worldwide Olympic Partners have helped to make the Games more globally inclusive than ever before. Through their support over the past two decades, they have helped to provide more nations with the necessary resources to develop Olympic teams and to send athletes to participate in the Games. In Torino 2006, a record 80 Olympic teams participated. Likewise, the TOP programme is now the most international it has ever been. With TOP sponsors headquartered in seven countries across three continents, the programme truly mirrors the global nature of the Olympic Movement.

I would like to also applaud the Turin Organising Committee for creating the most successful sponsorship programme in Italy's history. The Torino 2006 domestic sponsorship programme generated the most revenue, and enjoyed the highest levels of interest and awareness, of any sponsorship in Italian sport. The theme of Passion Lives Here was very appropriate: it provided a strong image for Torino 2006 and created a powerful marketing platform for the Olympic partners.

The success of Torino 2006 has changed the face of sports marketing in the Italian market. It has left a strong legacy for Italy and the Olympic Movement.

With this document, the IOC would like to thank its partners and TOROC for excellent partnerships and excellent Games.

The Torino 2006 Marketing report overview

There is no doubt about the marketing and broadcasting success of Torino 2006. We witnessed record television coverage worldwide and broadcast innovations. We saw significant support from the TOP sponsors, as they created programmes to support the athletes and to share the Olympic spirit with the world. Domestically, the Torino 2006 Organising Committee developed the strongest sponsorship programme ever conducted in Italy, as well as highly successful licensing and ticketing programmes that surpassed their respective budgets and goals.

These results are a testament to the power of the Olympic brand, to the strength of Olympic marketing, to the support from our partners, and to the passion that the Turin Organising Committee and the people of Italy brought to these Games.

This report is a comprehensive summary of the marketing programmes that helped to make the Torino 2006 Olympic Winter Games possible. In these pages, you will find insights on the global Olympic brand, the basis of all Olympic marketing efforts, as well as a study of the Torino 2006 brand, a powerful identity that vividly expressed the themes of participation, celebration and passion.

Here you will read about the many contributions that the TOP sponsors have made to the Olympic Movement and the XX Olympic Winter Games with their goods, services, financial resources and promotional support. With each Games, the TOP sponsors find new and innovative ways to support the athletes, to contribute to event operations and to promote the Olympic ideals. With increasing effectiveness they align their brands, their values and their corporate culture with the Olympic ideals.

This report also clearly details the support that the Torino 2006 domestic sponsors provided to the staging of the XX Olympic Winter Games. We hope that this information will serve as inspiration to future Organising Committees and future Olympic sponsors in developing strong partnerships with the Olympic Movement.









A great measure of the impact of the XX Olympic Winter Games on the world is the success of the Torino 2006 broadcast, which generated record revenue support for the Olympic Movement, garnered significant viewership and provided record coverage to audiences worldwide. The Torino 2006 broadcast also raised the bar in traditional television production and fostered new technological innovations in digital and broadband distribution.

Olympic broadcast partnerships generated the greatest amount of revenue ever for the Olympic Winter Games, providing unprecedented levels of support for the Olympic Movement worldwide, while also offering powerful evidence that the Olympic Games are a strong investment.

The Turin Olympic Broadcast Organisation provided nearly 1,000 hours of live content – the most in Olympic Winter Games history. Our broadcast partners, in turn, provided viewers with a combined total of more than 16,000 hours of coverage – by far a record in Olympic Winter Games broadcasting. The Olympic broadcasters also maximised opportunities in new media technology, providing viewers with more access and greater choice through the Internet, mobile phones and multiple television channels.

The strong results from the Torino 2006 Ticketing and Licensing programmes offer great insights into the strong interest and excitement that the XX Olympic Winter Games generated in Italy and around the world. This report devotes a chapter to each of these programmes with insights into how the programmes were developed and managed and the successes that they achieved. In these areas, too, we hope that Torino 2006 will help to serve as a model for the benefit of future Organising Committees.

The Torino 2006 Olympic Winter Games were the first for IOC Television & Marketing Services. Since the merger of the IOC Marketing Department and Meridian Management SA, we have worked to integrate TV rights with marketing in order to enhance and build on synergies to provide increasing levels of service and support to our partners. Torino 2006 marked our first Olympic Games under our new name and new structure, and in the coming years we will continue to pursue our mission, to enhance our services and to strive to be the best organisation of our kind.





Passion Lives Here

The Torino 2006 Olympic Games



The sun's rays ignited the flame in the ancient fields of Olympia on 27 November 2005. Then, passing from torchbearer to torchbearer, the Olympic flame journeyed from Olympia to Rome, and from Rome to Turin – through all the regions of Italy. Heraldng the Olympic Winter Games, the Torino 2006 Olympic Torch Relay spanned 64 days and travelled 11,300 kilometres through 140 cities and 107 provinces before arriving at the historic Stadio Olimpico.

The XX Olympic Winter Games began on the night of Friday, 11 February 2006, with a ceremony that paid tribute to Italy's profound place in history, celebrated the passion of its people and honoured the host city's heritage as a centre of industry and innovation. Imbued with style, energy and speed, the Torino 2006 Opening Ceremony marked the return of the Olympic Winter Games to Italy after half a century.

"The first night of the Games was one that I will never forget. Participating in an Opening Ceremony for the first time and then lighting the Olympic cauldron, after a spectacular evening, is the wildest dream I could ever have hoped for. I will never forget how I felt when I received the torch, running past the athletes and lighting up the stadium with the strongest Olympic symbol." **Stefania Belmondo** *five-time Olympian from Italy, on the experience of lighting the Torino 2006 Olympic cauldron*



Torino 2006 Olympic Torch Relay

<i>Olympic Torchbearers</i>	10,001
<i>Torch Relay Distance</i>	11,300km
<i>Torch Relay Duration</i>	64 Days
<i>Cities / Provinces Visited</i>	140 / 107



Before the Torino 2006 Olympic Games were declared open and the tallest Olympic cauldron in history was lit in a flash of pyrotechnics, more than 2,500 athletes from 80 nations paraded into the Stadio Olimpico. Over the next 17 days the athletes would capture the world's imagination by skiing, skating, sliding and scoring on the snow and ice of the Torino Province.

Embodying the ideals of passion and participation, the XX Olympic Winter Games were fittingly the most inclusive in history. With an unprecedented number of nations competing, including a strong delegation of female athletes, Torino 2006 contributed to the Olympic Movement's goals of promoting sport for all.

In keeping with these themes, the world was welcomed to the largest city ever to host the Olympic Winter Games by an extraordinary group of 18,000 volunteers. Representing 64 nations, and selected and trained from among 41,000 applicants, the volunteers brought spirit, passion and warmth to the Torino 2006 experience.

Torino 2006 Volunteers

<i>Olympic Volunteers</i>	18,000
<i>Nations of Origin</i>	64
<i>Volunteer Applications</i>	41,500









“I will keep from these Games the image of success. They were the Games of heart, of warmth, of smiles, and of generosity. It was Italy at its best.”

Jean-Claude Killy, IOC Coordination Commission Chairman

The celebration of the Torino 2006 Olympic Winter Games was a great success, providing the world with a vibrant experience, exciting winter sporting action, and memorable moments. From Turin to Bardonecchia, from Cesana-Pariol to Cesana-San Sicario, from Pinerolo to Pragelato, and from Sauze d’Oulx to Sestriere, the athletes embodied the Olympic ideals and competed in the spirit of friendship and fair play.

Through 16 days of competition at the XX Olympic Winter Games, athletes from 26 countries won medals in seven sports and 15 disciplines. Each night in Piazza Castello – one of the enchanting city’s many elegant squares, surrounded by impressive palaces and arcaded promenades – the world celebrated the athletes’ achievements at the Olympic Medals Plaza.

Torino 2006 Athletes

<i>Athletes Participating in the Games</i>	2,508
<i>Participating Male Athletes</i>	1,548
<i>Participating Female Athletes</i>	960
<i>Olympic Teams / National Olympic Committees</i>	80



Torino 2006 Olympic Games Competition

<i>Olympic Sports</i>	7
<i>Olympic Disciplines</i>	15
<i>Olympic Medal Events</i>	84
<i>Days of Competition</i>	16

*“I have seen at these Games many wonderful things. . . . The sporting performances were truly exceptional. I can’t remember Games of such sporting quality. This, for me, is the most important thing.” **Jacques Rogge, IOC President***



The Power of the Olympic brand



The Olympic Games have captured imaginations and stirred emotions for more than a century. Inspired by an enduring tradition and established upon universal ideals, the Olympic Games today possess a powerful image and identity. Embodied in the spirit of the Olympic Games and the striving of the Olympic athletes, the Olympic brand is confirmed in the thoughts, perceptions and feelings of people around the world.

Paradox and dichotomy contribute to the identity of the Olympic Games and the power of the Olympic brand. While people believe that the Olympic Games are just as much about taking part as they are about winning, people also believe that there is no greater achievement in sport than to win a gold medal. People around the world agree that the Olympic Games are about unity, peace and global community; and people also believe the Games to be a celebration of diversity and patriotism. People believe that the Games are the pinnacle of all sporting events, while people also assert that the Olympic Games are much more than just a sports event.

These inherent and seemingly opposite attributes resonate strongly in consumer thoughts and perceptions, demonstrating that the Olympic brand possesses multiple dimensions, comprises a range of aspirations and encompasses universal values that contribute to its broad global appeal.



Olympic Image 2006: High Appeal and Awareness¹

Concurrent with each Olympic Games and Olympic Winter Games, the International Olympic Committee (IOC) conducts global Olympic brand research to understand the thoughts and perceptions of people around the world, to discover what drives consumer interest in the Olympic Games and to study the attributes that differentiate the Olympic Games from all other sporting and cultural events.

This research continues to demonstrate that the Olympic Games and Olympic Winter Games enjoy extraordinarily high appeal and awareness among consumers worldwide. The Games rank as one of the highest in appeal and awareness among major sports and entertainment events.

- Global consumer awareness of the Olympic Winter Games increased from 87% in 2004 to 94% in 2006.
- Almost half of all research respondents stated: “Some of my most memorable TV moments involve the Olympic Winter Games.”

Olympic Enthusiasm: What Motivates Interest in the Games

Several key elements drive consumer interest in the Olympic Games, contribute to the appeal of the event and differentiate the Olympic brand from any other sports and cultural property. The following results from 2006 Olympic brand research demonstrate the elements that drive interest in the Olympic Games.

<i>The Olympic Games are special because they happen only once in a while</i>	77%
<i>Performance of Olympic athletes encourages children to participate in sport</i>	75%
<i>The Olympic Games are more than just a sports event</i>	73%
<i>The Olympic Games provide a good role model for children</i>	73%
<i>The Olympic Games are as much about taking part as they are about winning</i>	70%
<i>There is no better achievement in sport than winning an Olympic gold medal</i>	69%
<i>No event brings the world together quite like the Olympic Games</i>	67%
<i>The Olympic Games are the pinnacle of all sports events</i>	65%
<i>The Olympic Games have something for everyone</i>	65%





The Olympic Brand: Three Themes

The essence of the Olympic Brand consists of three essential pillars. The first of these is Striving for Success, which is founded upon the ideals inherent in sport – such as *striving, excellence, determination, being the best*. Attributes that define the Olympic Games as a global festival – such as *global, participation, celebration, unity, festive* – constitute the second pillar, Celebration of Community. The third pillar, Positive Human Values, is composed of the attributes that fulfil our understanding of, and aspiration to, universal ideals: *optimism, respectful, inspirational*. These three pillars support a powerful, emotive brand that transcends sport and resonates strongly with the people of the world.



From the Olympic brand essence, three communication platforms emerge: excellence, friendship and respect:

Excellence: The Olympic Games offer examples of the pinnacle of sporting achievement, inspiring us to strive to do, and be, our best in our daily lives.

Friendship: The Olympic Games provide examples of how humanity can overcome political, economic, religious and racial prejudices and forge friendships in spite of these differences.

Respect: The Olympic Games present examples of the profound meaning of “respect”, as a life lesson for humanity:

- respect for yourself
- respect for others
- respect for the rules





The Enduring Olympic Ideals

Today, the Olympic brand's core attributes are still closely aligned with the Fundamental Principles of Olympism established more than a century ago in The Olympic Charter. This resonance is a testament to the endurance of the Olympic values and to the timelessness of the philosophy of Olympism. It is also testament to the power of the Olympic Games and the Olympic athletes who embody and convey a universal promise to inspire generation after generation.

The Foundation of Olympic Marketing

The strength and depth of the Olympic brand is the foundation of Olympic marketing. One of the goals of the Olympic Movement is to nurture the Olympic brand and, in turn, ensure the value of the Olympic partners' investments. A goal of each Olympic partner is to maximise its investment by aligning the attributes of its own brand with the values and attributes of the Olympic Image.

Promoting the Olympic Brand: **Celebrate Humanity**

The International Olympic Committee promotes the Olympic brand through the Celebrate Humanity global campaign. The campaign for 2006 presented personal interpretations of the Olympic experience, with Andrea Bocelli delivering the message known as "Heart" and Nelson Mandela delivering the message known as "Adversaries and Equals". Both messages – with executions produced in five languages – resonated with the truth that the Olympic ideals are shared by all and conveyed the power of the Olympic Games to reflect the human spirit and to inspire hope.

Following the success of the three previous editions of the campaign – for the Sydney 2000 Olympic Games, the Salt Lake 2002 Olympic Winter Games and the Athens 2004 Olympic Games – Celebrate Humanity 2006 was aired worldwide and Olympic broadcasters in several countries customised the campaign to tailor messages to their local markets. Distributed to all Olympic broadcast partners, the objectives of the Celebrate Humanity campaign for 2006 were:

- To communicate to a worldwide audience the core values and ideals of the Olympic Games
- To raise the awareness of the Olympic Games and the spirit of Olympism highlighting those attributes that make the Games special
- To demonstrate the power of the Olympic Games as the greatest sporting and cultural festival in the world

- To increase excitement and interest amongst the public, thereby helping to build the size of Olympic Games broadcast viewing audiences
- To assist in providing synergy to the marketing initiatives of the Olympic broadcast partners
- To provide a positive, synergistic backdrop for the Olympic programmes of the IOC's marketing partners

Celebrate Humanity 2006: Highlights



- In addition to strong support from the Olympic broadcast partners around the world, Celebrate Humanity was aired by CNN International and ESPN International and was incorporated into the Daily Torino 2006 Highlights Films produced by TWI for in-flight and in-ship airing on Lufthansa, Austrian Air, Princess Cruises and Disney Cruises.
- The campaign's television executions were translated to accommodate audiences in several European countries, including Bulgaria (BGBNT), Estonia, Turkey (TRT), Finland (YLE) and Germany (ARD TV).
- The European Broadcasting Union customised the messaging and the footage of Celebrate Humanity to create tailor-made European spots that featured spokespeople: Jens Weissflog (Germany: Ski Jumper), Gunda Niemann (Germany: Speed Skater), Markus Weissmeir (Germany), Ruslana (Ukraine: Singer) and Pirmin Zubriggen (Switzerland: Alpine Skier).
- CCTV in China aired the Bocelli and Mandela spots, while also customising the "Heart" spot with Sang Lan (China: Olympic Gymnast) and the "Play" spot with Liu Xiang (China: Olympic Swimmer).
- In addition to airing the Celebrate Humanity spots regularly, Eurosport staged an Olympic-themed event, inviting young people to a dance party where a professional disc jockey mixed music that aligned with the Olympic brand values. The music accompanied giant video displays of images from past Olympic Winter Games. Eurosport later broadcast the event, called Celebrate Humanity Clubbing, in two 30-minute late night programmes, which aired six times in the lead-up to and during the Torino 2006 Olympic Winter Games.







The Torino 2006 Brand



Torino 2006 built a strong brand upon the foundation of the global image of the Olympic Games, creating an identity that conveyed the character of the host city, the defining attributes of the XX Olympic Winter Games and the distinct culture and heritage of Italy and the Piemonte region. The Torino 2006 brand is powerful and cohesive, communicating unified themes and concepts in many ways and in a wide range of formats and executions.

The Emblem: The Mole and the Mountains

The emblem of the Torino 2006 Olympic Winter Games combined concepts of architectural, geographical, cultural and emotional significance. The unmistakable silhouette of the Mole Antonelliana, the defining architectural landmark of the city, was transformed to resemble an Alpine mountain peak reaching to where the white of the snow meets the blue of the sky. The geometric forms of ice crystals, which reflected the essence of winter sport, were intertwined to form a closely woven net that symbolised the heritage of the city as a centre of industry, design and technology, while also reflecting the community of nations and cultures at the Olympic Winter Games.



The Look of the Games: The Piazza

The Look of the Games was an integrated system of visual communications created to convey the characteristics, themes and ideals of Torino 2006. The “Look” was based on the concept of the piazza, a traditional meeting place in Italian culture and a metaphor for the communion of nations and cultures at the Olympic Winter Games.

To provide the piazza with a well-defined sense of depth, graphic elements of arches and arcades were presented in perspective – a concept created and developed by Italian Renaissance artists such as Brunelleschi, Alberti, Masaccio and Piero Della Francesca. The transparency of the graphic elements enabled colours to blend together, creating nuances that recalled the varied Italian landscape.

The Look of the Games for Torino 2006 was rich in contrasts. Day and night were portrayed by the range of colours and the play of light. The city and the mountains were reflected, respectively, in straight lines and natural curves. Red hues depicted passion, and shades of blue depicted ice and snow.

The Theme: Passion Lives Here

“Passion lives here”, the simple but powerful three-word theme of Torino 2006, expressed the spirit and values of the XX Olympic Winter Games. The theme, visually depicted in the vibrant colour red, emphasised the passion that drives the Olympic athletes and characterises the people of Italy.

The Olympic Torch

The Olympic torch of Torino 2006 exhibited a curved linear form inspired by both the point of a ski and the top of the Mole Antonelliana.









The torch, which was carried across Italy by nearly 10,000 torchbearers during the 64-day Olympic Torch Relay, was designed to appear as an extension of a torchbearer's arm. Made of aluminium, steel and other materials that reflect Turin's industrial history, the torches were engineered to endure snow and wind up to 120 kilometres per hour and to burn up to 5,000 metres above sea level.

The Olympic Medals

One of the most striking innovations to evolve in the image and identity of Torino 2006 was the design of the Olympic medal, with an open space in the centre. This design concept, unprecedented in Olympic history, communicated the overarching Torino 2006 design theme of the piazza – an open space of participation, passion and celebration. The significance of the open-circle design was enhanced by its connection to the Olympic symbol of five interlocking rings, in which the medals appeared to encircle the heart – the source of passion – of each Olympic medallist. The graphic design of the medals was consistent with the Look of the Games, with a three-dimensional appearance created by the use of various textures.

The Sport Pictograms

The Torino 2006 pictograms represented each of the fifteen sports on the Olympic Winter Games programme. With a design that aligned with the Look of the Games, the Torino 2006 sporting pictograms were the first in Olympic history to feature a three-dimensional design, giving a sense of depth. The pictograms' transparency of colour recreated the dynamic motion of Olympic sports in action, and their clean, modern style reflected the excellence of Italian design.





Torino 2006 Broadcast

Highly Successful Olympic Winter Games Broadcast

The global broadcast presentation of Torino 2006 was the strongest in Olympic Winter Games history. More television channels than ever before televised the Games.

Technological advancements enhanced the viewing experience and offered greater choice to consumers, and Olympic broadcast partners maximised opportunities to distribute coverage through a range of new media vehicles.

Torino 2006 Broadcast Facts

Potential Audience	3.062 billion
Countries Televising the Games	200
Total Global Coverage	16,311 hours
Total Viewer Hours	10.6 billion
Average Potential Viewer Consumption	3.5 hours
Unbiased feed from the Host Broadcaster	1,000 hours
Torino 2006 Broadcast Revenue	US\$833.5 million



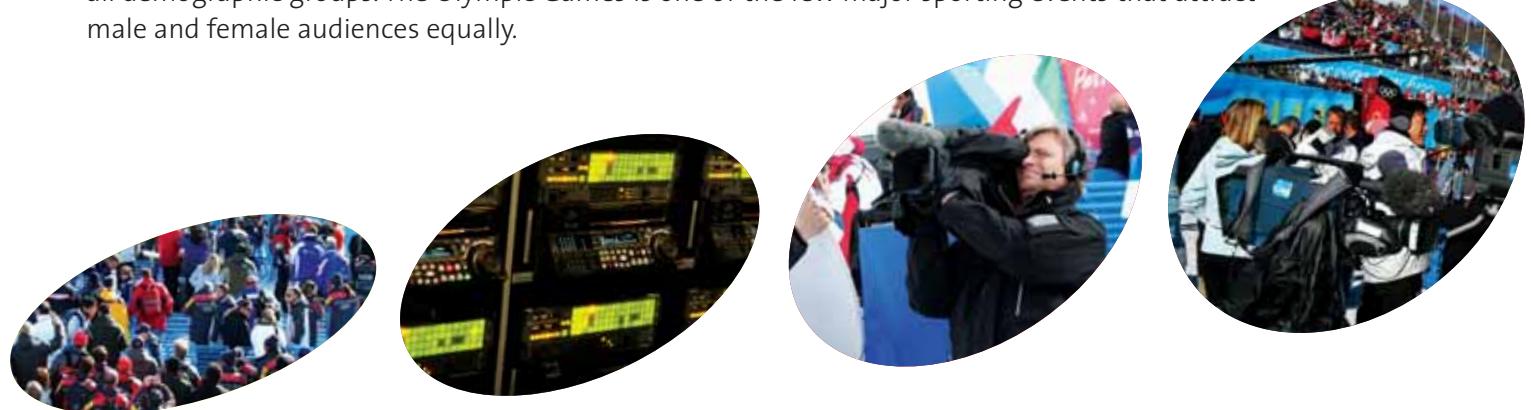
Greatest Coverage in Olympic Winter Games History

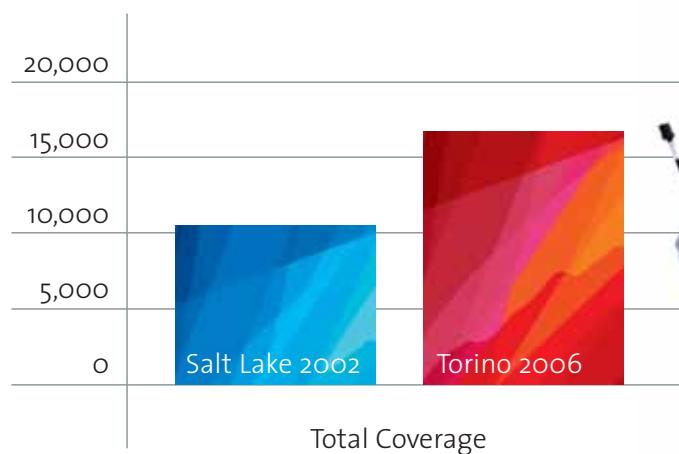
The Olympic broadcast partners worldwide made the global broadcast of Torino 2006 the strongest in Olympic Winter Games history, offering unprecedented coverage of competitions and ceremonies. The Torino 2006 broadcast provided viewers with a greater choice by maximising new technology and delivering significantly more dedicated coverage than ever before.

Dedicated coverage of the XX Olympic Winter Games reached a worldwide total of more than 16,300 hours, the equivalent of 679 days of around-the-clock coverage. As more Olympic broadcasters made greater use of satellite and digital platforms to provide viewers with increased access to the Games, broadcast coverage of Torino 2006 marked an incredible 57% increase over the previous record of 10,416 hours of coverage established for Salt Lake 2002.

- The Torino 2006 broadcast in Europe marked a 76% increase in coverage over Salt Lake 2002
- In Asia, Torino 2006 coverage marked more than a 50% increase over Salt Lake 2002
- The XX Olympic Winter Games were the first to be broadcast entirely in high definition television (HDTV), and more broadcasters worldwide offered the service than ever before
- Torino 2006 offered more digital interactive viewing than any previous Olympic broadcast
- More than 12,500 hours of Torino 2006 coverage (or 23% of the coverage) occurred during prime time, representing more than a 50% increase over the global prime time coverage of Salt Lake 2002
- Prime time coverage of Torino 2006 accounted for 37% of the total viewer hours worldwide

The Torino 2006 broadcast results also show that the Games have broad appeal among global viewers in all demographic groups. The Olympic Games is one of the few major sporting events that attract male and female audiences equally.





New Technology Offers Greater Choice

Broadcasters maximised new media technology in distributing coverage of the Torino 2006 Olympic Winter Games, providing viewers with the most access and the greatest amount of choice in the history of Olympic broadcasting. For the first time in an Olympic Winter Games, fans in certain markets were able to access:

- live action and highlight videos streamed to their mobile phones
- live video streams via the Internet through dedicated sites
- television coverage in High Definition Television (HDTV)

“New media technology is instrumental in reaching the full potential of the Olympic broadcast. The greatest possible access and choice are essential to our goal of engaging the people of the world in the experience of a global multi-sports event, with teams from 80 nations competing in 15 disciplines, with simultaneous events occurring at all hours of the day. We are proud of our Olympic broadcast partners for understanding how consumers live in today’s technologically advanced world and for rising to the challenge of delivering the full Olympic experience.” **Timo Lumme, Director, IOC Television & Marketing**





Continental Analysis

The table below offers a breakdown of the Torino 2006 coverage and viewing, showing all markets that broadcast dedicated coverage of the XX Olympic Winter Games.

Continent	Potential audience (millions)	Coverage (hrs)	Viewer hours	Consumption (per viewer)
Africa	116,125,631	1230:20	121,150,720	01:20
Asia	1,690,820,511	3555:34	2,936,902,237	01:49
C & S America	219,214,984	1025:18	282,813,508	01:17
Europe	697,423,525	9329:00	5,112,329,487	07:18
N America	314,199,746	991:16	2,073,046,822	06:35
Oceania	24,365,723	180:17	84,045,703	03:33
Total	3,062,150,119	16311:46	10,610,288,477	03:33

Notes:

- Potential audience reflects the number of individuals with access to channels broadcasting coverage of Torino 2006
- Viewer Hours, derived by multiplying the number of viewers by the duration of the programme, is intended to measure an event's popularity and to enable direct comparisons between programmes of different durations
- Coverage is the cumulative hours and minutes of Torino 2006 programming presented by all broadcasters within a given region
- Consumption reflects the average amount of Torino 2006 programming, measured in hours and minutes that each individual viewer watched in the region

Europe

As the Olympic Winter Games returned to Europe for the first time since Lillehammer 1994, broadcasters boosted coverage significantly over previous editions of the Games and attracted large audiences that generated impressive viewing levels across the continent. Viewer hours increased 35% over Salt Lake 2002. European broadcasters provided well over 9,329 hours of coverage combined, accounting for more than 57% of the worldwide coverage of Torino 2006 and marking a 76% increase over Salt Lake 2002. Broadcasters were rewarded by European audiences, which generated more than 5.1 billion viewer hours – 48% of the global viewer hours for Torino 2006 and a 35% improvement over Salt Lake 2002. The average potential viewer watched 7.3 hours of coverage over the course of the Games. More broadcasters in Europe maximised new technologies than ever before, offering viewers in Germany, Finland, the Czech Republic and the United Kingdom an additional 1,430 hours of digital coverage.



Pan Europe

Eurosport recorded its strongest Olympic Winter Games performance ever, generating more than 341 million viewer hours to mark an increase of 44% over Salt Lake 2002. Across all broadcasters, European viewer hours increased 35% over Salt Lake 2002. Eurosport delivered impressive live 24-hour coverage, drawing twice as many viewers as its regular average and in total 140 million unique viewers.

Austria

The success of the Austrian Winter Olympic team, which finished third in the overall medal count, was mirrored in the high viewing levels throughout the country. Despite a fall in coverage hours from Salt Lake 2002, the increase in live and prime time coverage drove a 26% increase in viewer hours. Viewer hours generated from non prime-time programming rose by 79% and Torino 2006 coverage achieved an average market share of 35% during non prime-time hours.

Czech Republic

The popularity of the Olympic Winter Games in the Czech Republic was evident, as the broadcast generated 168 million viewers hours – a rise of 38% over Salt Lake 2002. The Czech Republic's viewing levels per head were the fifth highest in the world, as each viewer consumed more than 17 hours 20 minutes of Torino 2006 coverage.

Finland

Over the course of the Games, potential viewers in Finland watched 33.5 hours of coverage each – the most of any country in the world – and they watched an average of 2 hours and 56 minutes on the final day of the Games alone, as the Finnish Ice Hockey team narrowly missed out on the gold medal. The 215 hours of terrestrial coverage and 114 hours of digital coverage provided by YLE – 63% of which was aired live throughout the day – contributed to a 60% viewer hour increase over Salt Lake 2002.

France

Despite a 7% decrease in coverage from the Salt Lake 2002 broadcast, Torino 2006 viewer hours in France marked a significant 60% increase over the previous edition of the Olympic Winter Games with each potential viewer watching more than 7.5 hours of coverage.

Germany

As the German Olympic team topped the overall medal standings, German viewers amassed more than 670 million viewer hours. Andre Lange and his four-man bobsleigh took Olympic gold as 10.16 million viewers tuned in, making it the top-rated event in Germany and on ARD. On average, each German viewer consumed 9.5 hours of Torino 2006 coverage.









Italy

The excitement of hosting the Olympic Winter Games gripped Italy and RAI provided one of the strongest Olympic Winter Games broadcasts in the country's history with more than 284 hours of coverage. Viewer hours reached 519 million, a 517% increase over Salt Lake 2002 and each viewer consumed an average of 9.5 hours of Torino 2006 coverage.

Netherlands

Consumption levels in the Netherlands rose by 87% from Salt Lake 2002, as each Dutch viewer watched an average of nearly 16 hours of Torino 2006 coverage. Dutch broadcaster NOS offered viewers more than 196 hours of coverage, marking a 67% increase over Salt Lake 2002.

Norway

Viewing levels in Norway per head were the second highest in the world, as each viewer consumed an average of 24.2 hours of coverage over the duration of the Olympic Winter Games. National broadcaster NRK offered viewers in Norway more than 320 hours of Olympic coverage, an average of 19 hours and 15 minutes per day.

Russia

Viewers in Russia were offered greater coverage on more channels and platforms than ever before. The 752 hours of coverage available in Russia marked an increase of 399% over Salt Lake 2002, and the popularity of the Olympic Winter Games and its broadcast generated more than 1 billion viewer hours, more than any other European country, to register a 60% increase from Salt Lake 2002.

Sweden

Torino 2006 was highly successful overall in Sweden, as the Games generated 220 million viewer hours – an impressive increase of 68% over Salt Lake 2002. And as Nicklas Lindstrom scored the game-winning goal in the Men's Ice Hockey gold medal game at Palasport Olimpico, 85% of potential viewers in Sweden tuned in to SVT.

United Kingdom

The BBC aired 104 hours of coverage of Torino 2006, and its digital channels offered an additional 661 hours of coverage. More than 4.3 million used the BBC's digital services, ranking Torino 2006 as the third most popular digital event in British history behind Athens 2004 and Wimbledon in 2005. An increase of 14% in terrestrial coverage generated 46% more viewer hours than Salt Lake 2002.



Asia

Broadcasters in Asia offered viewers more than 2,623 hours of Torino 2006 coverage, more than doubling the coverage of the 2002 Olympic Winter Games. This increase in coverage contributed to the continent generating more than 2.8 billion viewer hours, marking a 28% increase over the viewer hours for Salt Lake 2002. Viewer hours in Asia accounted for a significant 27% of the total global viewer hours, despite a considerable time difference.

China

With the Beijing 2008 Olympic Games approaching, China's interest in the Olympic Movement and the Games is strong. Coverage of the Olympic Winter Games increased by 88% from Salt Lake 2002 to Torino 2006, as more than 173 hours of dedicated coverage were broadcast. The coverage registered positively with viewers in China, generating 262 million viewer hours – an increase of 16% from the previous Games.

Japan

Broadcasters in Japan provided viewers with 559 hours of Torino 2006 coverage across eight channels, including one dedicated HDTV channel. This impressive coverage – which averaged 33 hours per day of competition – resulted in a 29% increase in viewer hours, or 2.3 billion hours, over Salt Lake 2002, as each viewer in Japan watched nearly 19 hours of the action.

South Korea

Live broadcasts dominated the television schedule in South Korea. Despite the major time difference, 73% of the coverage was presented live as the South Koreans enjoyed generous coverage, though none in prime time. Each viewer in South Korea consumed more than three hours of the Olympic Winter Games broadcast, and highlights of the Short Track Men's 500m final and 5,000m final events reached more than 5.9 million viewers.

Malaysia

In Malaysia, satellite broadcaster Astro offered more than 903 hours of Torino 2006 coverage on three channels to supplement the terrestrial broadcaster RTM. Total coverage was extensive, accounting for 35% of the total across Asia, and marking a significant increase of 2,200% over Salt Lake 2002. Offering viewers 920 hours of coverage in total, the Torino 2006 broadcast generated more than 76.5 million viewer hours.





North America

Canada and the United States were responsible for generating over 2 billion viewer hours, 20% of the worldwide total.

Canada

Torino 2006 Olympic Winter Games coverage in Canada was extensive, with broadcasters CBC, TSN and RDS offering a combined total of 557 hours of programming. The experience of the Games was eagerly anticipated, with each television viewer in Canada consuming more than 11 hours of coverage.

United States

The Torino 2006 broadcast on the networks of NBC Universal attracted 184 million unique viewers, the equivalent to two-thirds of all Americans. These results place Torino 2006 as the third most-watched Olympic Winter Games in the history of U.S. Olympic broadcasting – only 2% behind the record achieved by the Salt Lake 2002 broadcast. Audiences were offered more than 434 hours of dedicated Olympic Winter Games coverage, an increase of 17% from Salt Lake 2002. NBC's Internet offerings were very popular, as NBCOlympics.com doubled its Athens 2004 success by serving 9.1 million video streams of more than 125,000 hours of coverage.

Central & South America

The total broadcast coverage for Torino 2006 in Central and South America marked an increase over previous editions of the Olympic Winter Games, despite an unfavourable time difference and a relative lack of affinity for winter sport in this part of the world. Broadcasters provided over 500 hours of coverage, of which 42% of the Mexican broadcast was consumed by young viewers between the ages of four and 24.

Argentina

Dedicated sports channel TYC provided 33 hours of Torino 2006 coverage in Argentina, generating 2.2 million viewer hours. Highlights included the broadcast of the Opening Ceremony, which attracted 145,667 viewers.

Brazil

Brazil showed an impressive 368% increase in coverage over previous Olympic Winter Games, and its offering of more than 290 hours of programming amounted to 75% of the total coverage across Central and South America. Dedicated sport channels SPORTV and BandSports provided 171 hours of live coverage from Torino 2006, despite a major time difference.

Mexico

Viewers in Mexico were offered over 119 hours of dedicated coverage of Torino 2006 over three channels, with as much as 80% of the coverage provided live. Consumption of live coverage accounted for 83% of Mexico's more than 106 million viewer hours.

Oceania

Despite the significant time difference, the Torino 2006 broadcast was successful in Oceania, as broadcasters aired more than 180 hours of Olympic Winter Games programming and viewers matched global viewing levels by consuming an average of 3.5 hours of coverage each.

Australia

The Australian passion for sport and the Olympic Games was evident, as viewers consumed 3h 40m of dedicated Torino 2006 coverage.

New Zealand

TVNZ provided more than 91 hours of coverage – six hours per day of competition – to New Zealand viewers, who each consumed an average of three hours of the Torino 2006 broadcast.

Africa

South Africa

SuperSport offered extensive coverage of Torino 2006, broadcasting the Games simultaneously on two channels. The satellite network offered its subscribers more than 771 hours of coverage, the equivalent of 32 consecutive days of continuous coverage, an impressive 45 hours 22 minutes of coverage per day of competition. South Africa registered more than four million viewer hours.

Sub-Saharan Africa

For the first time in history, viewers in sub-Saharan Africa were able to experience the Olympic Winter Games through daily highlight programming offered by CFI.

Note: Sports Marketing Surveys (SMS) conducted global research on the Torino 2006 Olympic Winter Games broadcast on behalf of the International Olympic Committee. This report is based on conservative data, as out-of-home viewing, non-rights holding broadcast and news coverage of the Torino 2006 are not included. Facts and figures about the Torino 2006 Olympic Winter Games broadcast presented in this document are compiled from initial findings that the Olympic broadcast partners in metered markets made available by the time of publication. Due to reporting schedules, this document cannot include full, final data about the Olympic Winter Games broadcast from all metered and unmetered markets around the world. Final Torino 2006 Olympic broadcast reports will be available on the IOC web site, www.olympic.org





Record Broadcast Revenue

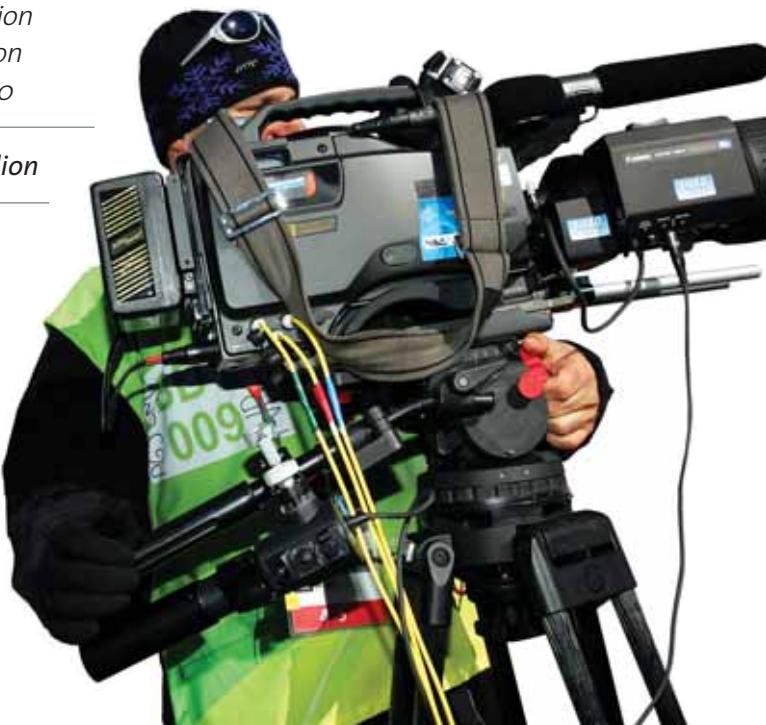
The Olympic broadcast partners provided unprecedented levels of support for the Olympic Movement and the staging of the XX Olympic Winter Games. Torino 2006 generated US\$833 million in broadcast rights fees revenue, the most ever for the Olympic Winter Games. The IOC contributed US\$408 million of this revenue to TOROC to support the staging of the Olympic Winter Games. The remaining 2006 Olympic broadcast revenue will be distributed throughout the Olympic Movement to the International Federations of Olympic winter sports (IFs), the National Olympic Committees (NOCs) through Olympic Solidarity and the IOC.

Torino 2006 Olympic Broadcast Revenue Facts

<i>Total Broadcast Revenue Generated</i>	<i>US\$ 833.1 million</i>
<i>Broadcast Contribution to TOROC</i>	<i>US\$ 408 million</i>

Torino 2006 Olympic Broadcast Rights Fees by Continent

Continent	Rights Fees
<i>Americas</i>	<i>US\$ 643 million</i>
<i>Asia</i>	<i>US\$ 40 million</i>
<i>Europe</i>	<i>US\$ 135 million</i>
<i>Oceania</i>	<i>US\$ 14 million</i>
<i>Africa</i>	<i>US\$ 600,000</i>
<i>Total Torino 2006 Olympic Broadcast Revenue</i>	<i>US\$ 833 million</i>





Promoting Torino 2006 & the Olympic Ideals

Olympic broadcast partners developed innovative programmes and features to promote the Torino 2006 Olympic Winter Games. Such programmes helped to spread the Olympic ideals, share the spirit of the Games with the public, affirm the identity of the Olympic broadcaster in the minds of viewers, and encourage Games viewership. Below are two examples from major markets.

Japan NHK



- NHK included a segment called “Road to Torino”, with Olympic athlete interviews, overviews of the Torino 2006 Olympic Winter Games and other features, in its weekly sports show
- NHK-produced a 1h 45 min live broadcast (in HD) from Turin for “200 Days Before the Opening Ceremony”
- NHK also received a boost from “Torino 2006: Winter Olympic Games and More,” an exhibition which was held at the International Expo in Aichi
- NHK filmed and produced Olympic-related feature programmes that aired in the lead-up to the Games. During the process, NHK included footage from these features in its regular news programmes

United States NBC



NBC created an in-school programme to promote the Torino 2006 Olympic Winter Games to youth. The broadcaster provided a kit for schools that included Olympic-themed newspapers, posters, class exercises, and a TV programming guide. The programme reached more than 2,5 million school children and their parents:

- 96% of educators used or planned to use the programme
- 91% of educators rated the programme as extremely or very useful
- 50,000 downloads of the teaching materials from NBC website
- 25 schools visited by Olympians (NBC conducted the programme in conjunction with the United States Olympic Committee)



Torino 2006 Olympic Sponsorship



Sponsorship of the XX Olympic Winter Games offered companies a chance to present their products and services to a diverse global audience, making it possible to create an emotional connection with billions of people around the world. It was an opportunity for a company to achieve its business objectives by aligning with an event that has captured imaginations and stirred emotions for more than a century – a tradition founded on timeless, universal values that make it the most powerful sports and cultural property in the world.

The TOP Sponsors: Worldwide Olympic Partners

The Torino 2006 Olympic Winter Games marked a great success for the Worldwide Olympic Partners, providing them with powerful opportunities to maximise their association with the world's greatest sporting and cultural event.

The Olympic Partnership, known as TOP, is the worldwide sponsorship programme that provides a foundation of continual global support for the Olympic Movement. The TOP sponsors – or Worldwide Olympic Partners – provide substantial year-round contributions of products, services, technology, expertise and financial resources to the Olympic Movement over a four-year term. These contributions support the International Olympic Committee, the Organising Committees for the Olympic Games and every National Olympic Committee in the world.



TOP Sponsors



Main Sponsors



Founded in 1985 and currently in its sixth generation, the TOP programme is now stronger than it has ever been.

- Torino 2006 was the most “international” Olympic Winter Games in history, as a record 80 Olympic teams participated and television viewers in more countries than ever before shared in the experience. Likewise, the sixth generation of the TOP Programme is the most globally inclusive ever. The TOP VI sponsors are headquartered in seven countries across three continents – demonstrating global participation in the programme that mirrors the worldwide nature of the Olympic Movement.
- Because the staging of the Olympic Games is a complex endeavour, sponsor support and expertise is vital to success. The TOP Partners made contributions that impacted all aspects of Torino 2006 operations. In doing so, they involved more areas of their businesses in the Olympic project and maximised the benefits of Olympic association in new and more integrated ways.

The TOP Partners made essential contributions of products, services, technology, expertise and financial resources to the successful staging of the XX Olympic Winter Games, developed innovative programmes to support the athletes, shared the spirit of the Games with billions of people, promoted the universal ideals of Olympism and left an enduring Olympic Winter Games legacy for Italy. This chapter is a testament to the contributions they made to the Olympic Movement and to the benefits they earned through their investment in the Olympic dream.

Domestic Sponsorship: Torino 2006 Olympic Winter Games Sponsors

The Torino 2006 domestic sponsorship programme was an extraordinary success in the Italian market.





Passion lives here





Managed by the Torino Organising Committee, the programme provided significant support for the staging of the XX Olympic Winter Games, offered Italian companies a rare opportunity to enhance their brands and demonstrate their capabilities on the global stage, and boldly charted a new course for sports marketing in the Italian market.

The Torino Organising Committee took two major steps towards creating the most successful sponsorship programme in Italian history:

- Understanding Needs – By performing diligent internal analysis to understand the needs of all the Organising Committee's functional areas, the TOROC marketing department was able to strategically analyse the marketplace and approach potential sponsors that could fulfil those needs through the contribution of products and services.
- Repositioning Sponsorship – In an Italian sports market dominated by football and motor racing and defined largely by venue signage, developing a sponsorship programme for the Olympic Games – with long-term agreements for a global event that prohibits venue signage – was a distinct challenge. The Torino Organising Committee succeeded in repositioning the notion of sponsorship by promoting the benefits of a four-year Olympic sponsorship, by effectively packaging the Games' brand values and core assets, and by creating a product that would be highly visible in the Italian market.

TOROC's great success is clear:

- Torino 2006 stands as the most lucrative and successful sponsorship programme in Italian history, generating €269.8 million
- The programme reached 35 million people in Italy in terms of interest and awareness, surpassing the reach of sponsorships in football (€27 million) and motor racing (€24 million)
- Torino 2006 accounted for 6.14% of the total sponsorship spending in the market, significantly higher than previous Olympic Winter Games sponsorship programmes
- The programme accounted for nearly 1% of the total advertising spend in the Italian market, 35 times greater than that of Salt Lake 2002
- The average contribution from a Torino 2006 Main Sponsor was €40 million, in a market where companies typically pay approximately €700,000 to sponsor a football team

- Torino 2006 altered the face of sports sponsorship in Italy by redefining the measure of success from signage and recognition to business benefits and economic impact.

The Torino 2006 Olympic Winter Games sponsorship programme included 57 companies and 63 brands across three tiers: Main Sponsors, Official Sponsors and Official Suppliers.

Objectives of the Olympic Sponsorship

Olympic sponsorship is a multidimensional marketing investment. In the highly competitive sponsorship market, partnership with the Olympic Movement provides a compelling marketing platform that helps a company achieve its business objectives in a variety of meaningful ways.

Enhance Brand Image

Olympic sponsorship has the power to significantly enhance a corporation's brand image. The strong, universal attributes of the Olympic image and the high global appeal and awareness of the Olympic Games form an unrivalled brand marketing platform for sponsors. Olympic sponsorship links the values of individual brands with the values of the Olympic Games – creating a powerful association. The core values and drivers of interest that differentiate the Olympic Games from all other sporting and cultural events are transferred to the brands of the Olympic sponsors, resulting in an enhanced image.

Positive Brand Attributes – The Olympic Image combines the strongest attributes of sport and the ideals of global community with universal human values. The Olympic brand's core attributes of striving for success, celebration of community and positive human values offer strong alignment opportunities for Olympic sponsors. The global community ideals of celebration, friendship, unity, patriotism, participation and fair play can position an Olympic sponsor in a highly favourable light. Finally, the positive human values of respect, inspiration and optimism are ideals to which all people aspire. It is the combination of all three pillars that provide relevance and resonance for an Olympic sponsor's brand in the minds of consumers.

High Appeal & Awareness – Global research demonstrates that the Olympic symbol is one of the most recognised icons in the world and that consumers overwhelmingly associate the Olympic rings with the positive attributes of the Olympic image.





Contributions on a World Stage – The Olympic Games are a complex event that commands the world's attention. When sponsors contribute to the staging of the Games, they enhance their brand image by demonstrating the quality of their products, services and capabilities in the global spotlight, under the most stringent requirements and the firmest deadlines.

“It is really to build up even more this incredible relationship between a unique sporting event – the most unique and prestigious sporting event – and our brand.”

Stephen Urquhart, President, Omega Ltd.

“We believe in everything about the Games and about the spirit of the Games.... We think their values are just so universal and so important for the world.”

Neville Isdell, Chairman and Chief Executive Officer, The Coca-Cola Company

“It allows us to connect to our customers in a relevant way. We appreciate the values of the Olympic Movement, particularly teamwork, excellence and being the best. Our customers expect us to support the Games, and we do.”

Nick Marrone, Senior Director Global Sports, McDonald's Corporation

Increase Sales

The Olympic Games sponsorship is a partnership that helps drives sales. The Games are watched in more than 200 countries by billions of people, offering the opportunity to promote a brand domestically and worldwide. The Olympic rings are one of the most recognised symbols in the world and can be used to give sales efforts a competitive edge, to help attract consumer attention and to create positive feelings about a brand.

With each Games, sponsors develop new and innovative ways to maximise the market potential and capitalise on opportunities to generate consumer purchases – and because Olympic sponsorship is based on the strictly protected principle of product category exclusivity.



Consumer Promotions – Olympic sponsors develop attractive Olympic-themed promotions in association with their products and services that encourage consumer sales.

Customer Incentives – Sponsors use their Olympic association to motivate customers, retailers, distributors and other partners to achieve sales goals.

On-site Sales – The Olympic environment experiences a massive influx of consumers during the Games, with hundreds of thousands of visitors descending upon the host city each day. Olympic sponsors enjoy a strong presence and the rights to leverage powerful opportunities to drive incremental sales.

Showcasing – As the Games capture the world's attention, Olympic sponsorship provides a company with an unmatched platform for demonstrating the quality of its products and services.

“It’s going to enable us to penetrate emerging markets. It’s also going to help us fortify existing markets. We think it’s going to help build our business.” **Brian Perkins, Corporate Vice President, Corporate Affairs, Johnson & Johnson**

“Our business is a network business, you need cardholders and you need places you can use your card. So you have to get them both going at the same time. And an event like this kick starts the whole process.” **Chris Rodriguez, President & Chief Executive Officer, Visa International**

Motivate Employees

Olympic sponsorship can engage all company personnel and the entire corporate culture in an important global project. Employees who work for Olympic sponsors take pride and purpose in contributing to this unique event. By enabling company personnel to participate in the Olympic experience, Olympic sponsors can motivate and reward employees and enhance morale.

- Sponsors have developed strong incentive programmes for motivating and rewarding employees who achieve key goals or targets. Working at the Olympic Games can be a once-in-a-lifetime experience. The opportunity to be a part of an Olympic Games project team can provide motivation and inspiration to employees as they demonstrate their professional expertise.





- Many sponsors work to infuse their corporate culture with the Olympic spirit and many offer their personnel time off to volunteer with the Organising Committee for Olympic Games. In doing so, the company contributes to the success of the event while affording its staff the opportunity to change their routines, gain new perspectives and contribute to a significant endeavour.
- Olympic sponsors conduct motivating internal communications efforts via company websites and other communications, providing all staff with information and updates about the Olympic Games and the company's specific contributions to the success of the event. Olympic sponsors also stage internal events and contests with Olympic themes for staff and their families. Such programmes and activities share the spirit of the Games throughout the company and ensure that the Olympic experience permeates the corporate culture.

By ensuring that company employees are engaged in the Olympic experience in various ways, Olympic sponsors engender loyalty, admiration and inspiration among personnel.

“All the employees of Reale Mutua have all been able to participate in the Olympic experience.” **Stefano Rosato, Director of Marketing and Communications, Reale Mutua**

“We drive [the Olympic sponsorship] down internally with our employees with significant employee communications as well as externally with our field force.”

Donna Driscoll, Senior Vice President, Brand Management and Corporate Communications, Manulife

Connect with Communities & Create Legacies

As the one global event that touches the hearts and minds of billions of people, the Olympic Games provide sponsors with a powerful consumer connection point. As the event that has the greatest ability to capture the attention and imagination of an entire host country, the Olympic Games provides an unparalleled opportunity to connect with the public, establish a company as an important member of the community, and leave a lasting company legacy in areas where they do business, in or out of the host country.





Many Olympic sponsors capitalise on the Olympic Games as an opportunity to build new connections with communities in the host country. Sponsors leverage this vital opportunity through Olympic activations and programmes directed at local citizens.

The Olympic Games enjoy high global awareness and appeal and Olympic sponsors seek to maximise this opportunity to engage consumers – in countries all over the world – in the Olympic experience. By establishing sustainable programmes in target markets, sponsors bring the Olympic spirit to local communities. In doing so, they connect with and demonstrate their commitment to these communities by providing consumers with rare Olympic-themed experiences.

Olympic sponsors demonstrate their commitment to the host region through their support for the Olympic Games. Such opportunities are especially valuable to sponsors, as they work to establish, maintain or strengthen positions of prominence in the host country or city. Contributing to the success of a significant national endeavour like the Olympic Games demonstrates the sponsor's commitment to the local community and positions the company as a business leader in the region.

Legacy is a significant concept in the scope of Olympic sponsorship. Sponsors provide contributions of products, services and financial support and often develop enduring projects for outreach and civic improvement. In these ways, Olympic sponsors leave lasting legacies, ensuring that the value of Olympic sponsorship will resonate in the host city community – and other communities in the world – long after the Olympic flame is extinguished.

“We think we can contribute something to society by partnering with the Olympic Movement.” **Brian Perkins, Corporate Vice President, Corporate Affairs, Johnson & Johnson**

Build Customer Relationships

Olympic sponsorship builds new customer relationships and reinforces existing ones, as sponsors engage their constituents in the Olympic experience in a variety of ways:

1. Olympic Games Hospitality – The Olympic Games can represent the invitation of a lifetime and an important opportunity for Olympic sponsors to build and reinforce relationships with customers.

Olympic sponsors often reward their best partners and customers with the opportunity to share in the Olympic experience as sponsor hospitality guests. In this way, Olympic sponsors demonstrate their respect and appreciation for their most valued customers and partners. Olympic sponsors can enhance relationships with new or potential clients and customers by inviting them to experience the Olympic Games and spending quality time with them – demonstrating their on-site contributions or simply enjoying the Olympic ambience.

2. Athlete Inspiration – Sponsors may also share the Olympic spirit with customers and business partners through the inspiring presence of Olympic athletes. Olympic sponsors may invite Olympians to attend and speak at customers' events, or to visit a customer's office or site.

3. Incentives and Programmes – Olympic sponsors may also offer incentives and programmes to customers and partners. Olympic sponsors may develop Olympic-themed programmes to excite a customer's employees, or develop a customised Olympic-themed promotion for a customer, or offer the customer Olympic premiums, merchandise and souvenirs.

“The overall strategy of our Olympic programme is to help build the brand and to build relationships among important constituents – including sales intermediaries, client groups, community groups, and our employees. And ultimately it's all about building sales.” **Rob Friedman, Assistant Vice President of Sports & Event Marketing, Manulife**

Enhance Corporate Reputation

Olympic sponsorship can enhance a company's corporate reputation. Through showcasing opportunities, demonstration of good corporate citizenship and positioning as an elite company, Olympic sponsors effectively leverage the reputation-enhancing opportunities that the Olympic Games provide. It confirms a company's leadership status, enhancing its reputation and differentiating it from its competitors.

● **Showcasing** – The broad-reaching and complex operations of the Olympic Games provide excellent opportunities to showcase corporate capabilities. No event captures the world's attention like the Olympic Games. No endeavour engages the population of the host country like the Olympic Games. And no other event requires the peak performance of sponsors' products, services, technology and expertise for successful operations. By demonstrating quality products and expert services and capabilities on the global stage, Olympic sponsors enhance their reputations among customers and consumers alike.





● **Corporate Citizenship** – The global goodwill engendered by the spirit of the Olympic Games transfers the status of good corporate citizens onto Olympic sponsors. No other event captivates the world with such a positive spirit of celebration, community and optimism; and no other endeavour fosters the individual and collective sense of achievement as the successful staging of the Olympic Games. By supporting an extraordinary undertaking, by promoting sport, educational and cultural programmes, by providing services to enhance and preserve the environment and by being an active participant in global goodwill, Olympic sponsors have the powerful opportunity to enhance their corporate reputations.

● **Elite Company** – Olympic sponsors are often considered leaders in their respective fields of business. For a global corporation, Olympic sponsorship solidifies this positioning and affirms the sponsor's top rank among industry leaders. For domestic sponsors, Olympic sponsorship places a company amongst the world's most elite corporations and helps to heighten and enhance its image in the perceptions of its local business partners, customers and consumers.

“Becoming an Olympic sponsor gives us instant credibility and it enables us to show the world what we are capable of.” **Deepak Advani**, Senior Vice President and Chief Marketing Officer, **Lenovo**

“I think [the Olympic Games] has a broader context....being a good citizen, putting something back to our society and helping the finances of the Olympic community.”

Tony Ponturo, VP of Global Media & Sports Marketing, **Anheuser Busch**

“The XX Winter Games will take place in Turin, which is our home. That’s the reason for our sponsoring, and Sanpaolo has decided to sponsor the Games because we maintained that the Games themselves could be a very important opportunity for development of this region. We think that through the sponsorship the value of the company has risen.” **Giancarlo Ferraris**, General Manager, **Sanpaolo IMI**





Sponsor contributions to the Olympic Movement

Olympic sponsors provide a wide array of essential contributions to the Olympic Movement, the Games and the athletes. By aligning their support with their business objectives and by making financial and other important contributions that demonstrate their products, services and capabilities, they support and sustain the Olympic Movement.

Providing Financial Support

The vast majority of the Worldwide Olympic Partners' financial contributions are dedicated to ensuring the successful staging of the Games*. The TOP sponsors provide financial support as well as goods and services to the Organising Committees for Olympic Games preparations and operations. In addition, almost all National Olympic Committees receive financial support from the TOP programme that is vital to developing Olympic teams and sending athletes to participate in the Games. The IOC retains only 10% of TOP revenue to support its work in governing the Olympic Movement.

The Torino 2006 domestic sponsors, participating in the most successful sponsorship programme in Italy's history, provided 100% of their financial support, as well as goods and services, directly to the Organising Committee and the Italian Olympic team.

Staging the Games

The staging of the 2006 Olympic Winter Games was seven years in the making, requiring the development of large-scale operations and the creation of a seamless and integrated infrastructure of complex systems. By devoting years to providing the highest quality products, services, technology and expertise, the Olympic sponsors helped to make Torino 2006 possible. By contributing to the success of the XX Olympic Winter Games, Olympic sponsors demonstrated their capabilities on the global stage. The technology sponsors for Torino 2006 supplied a vast network of 4,700 computing devices, 450 servers, 1,800 results system terminals and 700 printers that not only delivered the timing and scoring results to the world in less than a second, but also contributed to all aspects of Olympic Games operations and management.

* The TOP programme operates on a four-year cycle, providing support for the staging of the Olympic Winter Games and the Games of the Olympiad in each quadrennium. The TOP VI programme provides support for Torino 2006 and Beijing 2008.





ATOS Origin

For the Torino 2006 Olympic Winter Games, Atos Origin coordinated with the other technology partners and suppliers and managed an IT team of 1,200 staff including 400 volunteers working across 28 competition and non-competition venues to relay results from 84 sporting events to more than 10,000 journalists. At the core of Atos Origin's contribution was the mission to design, build and operate a seamless IT infrastructure. This Worldwide Olympic Sponsor was responsible for designing a complex and secure high quality IT infrastructure on time, to specification and within budget and then implementing IT security measures to protect against physical and digital attacks on the IT network infrastructure.

Atos Origin designed and built two main IT systems to run the Games: Games Management Systems provided accreditation, transport and accommodation schedules, medical encounter reports, sports qualifications and protocol information; the Information Diffusion System relayed competition results and other vital information during the Turin Games. Applying its "one team" approach, Atos Origin ensured that an intricate network of IT partners and suppliers, employees and volunteers worked together to deliver the best possible service and support to the XX Olympic Winter Games.

"The Olympic Games is a great showcase for our clients. If you can do it at the Games, there is not a project that you cannot do." **Bernard Bourigeaud, Chief Executive Officer & Chairman of the Management Board, Atos Origin**

Lenovo

Using the Games as a platform for launching Lenovo as a global brand, this Worldwide Olympic Partner provided an array of computing equipment to Torino 2006, supplying systems to all Olympic venues. With this major contribution to the information technology infrastructure, Lenovo helped to ensure the success of the XX Olympic Winter Games while also fulfilling its main objective of launching the Lenovo brand on a global scale. Lenovo also created Internet cafes known as Lenovo iLounges in seven locations across the three Olympic Villages and the Main Press Centre. These lounges provided athletes with the opportunity to use computers and connect with family, friends and fans via the Internet through a total of 195 workstations that featured Lenovo's ThinkCentre Desktops, ThinkVision Monitors, ThinkPad Notebooks and Lenovo Printers. For Torino 2006-related activities, Lenovo provided:



- 350 servers
- 5,300 desktop PCs
- 1,000 notebook PCs
- 5,800 PC monitors
- 700 desktop printers

“Lenovo right now is in the process of establishing a global brand, and there is really no better way of doing that than with the Olympics.”

Deepak Advani, Senior Vice President and Chief Marketing Officer, Lenovo

OMEGA

Omega's contribution to the staging of the 2006 Olympic Winter Games was essential to competitions, as this Worldwide Olympic Sponsor created and managed the systems for timing and measuring performances and delivered on-venue results from each of the 19 competition venues at the Games. To make the contribution, Omega deployed 220 tons of advanced equipment and 206 sports timekeeping specialists to Turin. (For the 1936 Olympic Winter Games in Garmisch Partenkirchen seven decades earlier, the company deployed 38 chronographs and one watchmaker).

Omega's technological expertise is also Olympic sports expertise, as each sport and discipline on the Olympic programme requires its own highly specialised method of timing and measuring performances, as well as delivering specialised information and official results. Before, during and after each event at Torino 2006, Omega delivered competition details and results in record time through on-site scoreboards and displays for judges, participants, coaches and the public.





Supporting Olympic Teams & Athletes

Olympic sponsors provide support for National Olympic Committees, Olympic teams and Olympic athletes as they strive to achieve their dreams. Supporting the Olympic dream is one of the most effective means of communicating an Olympic association, as programmes that support Olympic athletes and hopefuls have great resonance with consumers. By supporting Olympic athletes, sponsors also demonstrate a commitment to the Olympic values, convey good corporate citizenship and communicate a dedication to excellence.

Through the TOP programme, the Worldwide Olympic Partners contribute to almost every NOC and Olympic team in the world. Through the Torino 2006 Olympic Games domestic sponsorship programme, domestic sponsors supported the Italian Olympic team. In addition to this kind of programme support, many Olympic sponsors made further contributions to – and built strong connections with – NOCs, Olympic teams and individual Olympic athletes.

“We nominated Alberto Tomba as our Samsung ambassador because we believe he has a very strong image and a very good record in the Olympic Games. Like Alberto Tomba we would like to be number one in the electronic industry and we believe Tomba’s image coincides with the image of Samsung.”

Kwon Gye-hyun, VP and Head of Sports Marketing, Samsung

The FIAT Group

The Fiat Group, a Main Sponsor of the Torino 2006 Olympic Winter Games, took a unique approach to supporting Olympic athletes and teams that proved suitable to a multibrand corporation. Linking its various automobile brands and models – Fiat, Lancia, Iveco, and Alfa Romeo – with brand-relevant sports disciplines and Olympic teams in Italy and elsewhere, the companies of the Fiat Group communicated strong messages about the image of each brand.

Lancia, the luxury model, sponsored the Italian figure skating team and figure skater Carolina Kostner. Alfa Romeo, known for performance, sponsored a ski racing team made up of the best of the Italian Alpine ski team. Fiat Veicoli Commerciali supported the Italian men’s and women’s ice hockey teams. Iveco linked its brand to various disciplines, including speed skating, cross-country skiing, biathlon, ski jumping and Nordic combined.

Fiat, the flagship brand of the Fiat Group, sponsored the Fiat freestyle ski team and also reached outside the host nation's borders to support the famed Jamaican bobsleigh team.

- Fiat sponsored the 2005 Sports Events in Turin as well as the Jamaican Bobsleigh Team's participation in the eventemail
- Fiat developed a campaign of four advertisements for television and cinema, showing the Jamaican Bobsleigh Team engaged in adventures on the mountains
- Fiat created a dedicated website www.whynot.fiat.com, which offered behind-the-scenes glimpses of the filming of the advertisements, as well as information about the history and style of the Jamaican Bobsleigh Team
- Fiat also created and staged events at "Casa Jamaica" at Sestriere's Grand Hotel

"Our main goal as a sponsor of the Olympics was to work on a young target. We think that the Olympics was the right target at the right moment."

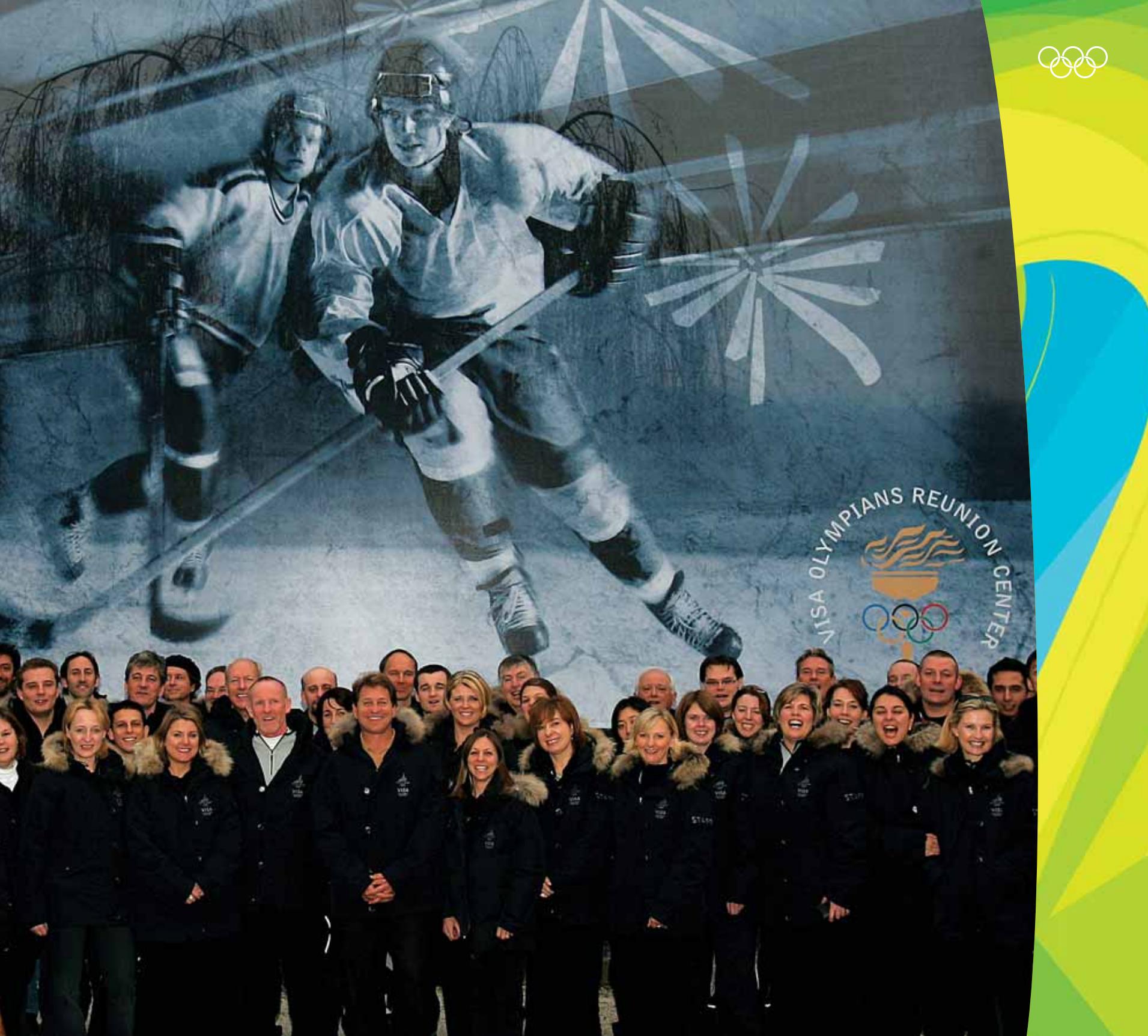
Dario DeStefanis, Olympic Project Manager, Fiat

VISA

For 20 years, Visa's commitment to National Olympic Committees and Olympic athletes has been important to the success of the Games. For Torino 2006, the Team Visa programme sponsored 61 athletes and mentors in 17 countries – Austria, Canada, China, Croatia, Czech Republic, Finland, Iceland, Italy, Japan, Norway, Russia, Sweden, Switzerland, Turkey, Ukraine, Portugal and the USA. Team Visa provided support for Olympians competing in the Torino 2006 Games, with Team Visa Mentors – famous retired Olympians – offering guidance to today's athletes on training, managing their success and maximising opportunities. Visa hosted a workshop in Italy a few months prior to the Games, where athletes exchanged tips and information.

Visa also created and sponsored the Visa Olympians Reunion Centre, an on-site venue created in conjunction with the World Olympians Association that is considered by many to be the most exclusive club in the world. Dedicated to Olympians from past Games, the Olympians Reunion Centre is a place for athletes to gather and reunite. It is Visa's way of thanking them for their undaunted spirit, their devotion to teamwork and to the Olympic ideals, as well as the many great moments in sport they have provided.





Olympic Games Expertise: The Sponsors' Experience

The Worldwide Olympic Partners are some of the leading experts on Olympic Games operations in the world today. Many have participated in the TOP programme since its inception more than two decades ago, and the experience, knowledge and contributions of these companies and their specialists are invaluable to the success of each Games.

Through their experience, these sponsors have gained a comprehensive understanding of event operations. With their technological excellence and innovation, they provide turnkey solutions at Games-time, while also continually working year after year between editions of the Games to improve and enhance operational efficiencies. Their results save time, effort and costs for the Organising Committee and ensure that each edition of the Games will mark a significant improvement over the last.

Panasonic

Panasonic provided 200 DVCPRO VTRs (videotape recorders), 100 cameras and camcorders, and 500 LCD monitors to ensure the success of Torino 2006 broadcast operations. With two decades of experience in Olympic Games broadcasting, Panasonic understood the needs of the Torino Olympic Broadcasting Organisation and the Olympic broadcast partners to provide the technology and expertise necessary to share the passion of the Games with the world via television.

Panasonic continually builds upon its experience and knowledge, blending its understanding of Olympic broadcast operations and its technological innovations to ensure a successful broadcast. As the official supplier of standard and high definition recording equipment, Panasonic provided the technology to make Torino 2006 the first all-digital, high-definition Olympic Winter Games broadcast in history. The company's digital broadcast equipment boasts high resolution and is capable of withstanding severe weather – a very important factor, especially in periods of driving snow during the Torino 2006 Olympic Winter Games.

“We are happy to contribute to the world community the highest level of audio visuals, because as the Olympics requires the highest levels of sports skills, so also the Games must be provided with the highest levels of audio visuals.”

Masa Fukata, Leader, Marketing Team, Panasonic





Kodak

Kodak's experience and imaging technology impacted every athlete, coach, journalist, volunteer and staff member at the Torino 2006 Olympic Winter Games in their effort to help ensure the safety and security of the Games, by producing the more than 300,000 accreditation badges and 60,000 visa credentials needed by the Organising Committee.

While Kodak Easyshare digital cameras photographed the Games participants, Kodak Digital Science Colour Scanners 3590C digitised up to 80 forms of personal information per minute. Data and images were then merged to create electronic records and accreditation badges were issued via Kodak printers – all in nine seconds. From Games to Games, Kodak technology continually improves to increase the efficiency of operations.

Promoting the Olympic Games & the Olympic Ideals

To maximise the power of their investments in the Olympic Movement, sponsors work to promote the Olympic Games and the Olympic brand within the host country and worldwide. Such efforts are especially important, as Olympic sponsors possess the resources and capabilities to share the Olympic spirit with the world in ways that the Olympic Movement could not do alone.

Coca-Cola

For the first time in Coca-Cola's long history as an Olympic sponsor, the company developed a single platform to promote the Olympic spirit and ideals around the world: "Live Olympic." The platform suggests that just as the Olympic Games bring out the best in athletic achievement, each moment in one's daily life presents an opportunity to bring out the best in the human spirit by living according to the Olympic ideals.

The Coca-Cola Company brought "Live Olympic" to life in various countries – from celebrations of the Olympic Torch Relay in each city along the Italian route, to a "virtual cheer" mobile phone programme in Russia, to consumer promotions such as "Win Your Olympic Dream" in Austria and "Drink. Watch. Cheer. Win." in the United States. Furthermore, during the Games, Coca-Cola honoured people from around the world who epitomise the "Live Olympic" spirit in their everyday lives with presentations of special awards made daily at the Coca-Cola "Live Olympic" stage in Piazza Solferino.





Sanpaolo & VISA

The Sanpaolo IMI Group, a Torino 2006 Main Sponsor, created a large-scale Olympic roadshow called “Una Citta con I Fiocchi” to help raise the profile of the XX Olympic Winter Games, consolidate the bank’s reputation and make direct contact with consumers. During the 23 stages of the roadshow across Italy, more than 31,000 attendees were recorded at special dance performances and more than 28,000 children entered the Art&Sport competition – all of whom were exposed to the Olympic ideals through Sanpaolo’s activities.

The young winners of Sanpaolo’s Art&Sport competition ultimately participated in the “Visa Olympics of the Imagination”, a longstanding global art competition established by Visa, a TOP Partner, that teaches children about the values and ideals of the Olympic Movement through art. The programme for Torino 2006 was conducted in 13 countries – Canada, China, Croatia, Czech Republic, Italy, Japan, Norway, Poland, Romania, Russia, Switzerland, Ukraine and the United Kingdom – from which 23 winners were selected to attend the XX Olympic Winter Games as guests of Visa.

“The Olympic Games provide a unique marketing platform for our financial institution and merchant partners – an opportunity to activate in virtually every place that VISA does business.” **Scot Smythe, Senior Vice President, Global Sponsorship, VISA International**

Enhancing the Spectator Experience

Olympic sponsors developed programmes and contributed products not only to help to make the Games happen, but also to ensure that spectators and visitors enjoyed the Olympic experience. By providing products and technology, sponsors of Torino 2006 brought the spectators closer to the action while demonstrating their capabilities. By staging events and interactive experiences, sponsors entertained visitors and engaged consumers.

Panasonic

Panasonic provided 25 Astrovision giant video screens, ranging in size from seven square metres to a massive 64 square metres, at 14 Olympic venues. With viewing angles of more than 130 degrees, spectators all around the venues were brought closer to the action – even in direct sunlight.



Panasonic also provided an Astrovision giant video screen at Piazza Solferino, ensuring that the visitors who gathered to celebrate the Games in the city centre would be able to enjoy the competitions.

GE

Throughout the Torino 2006 Olympic Winter Games, GE hosted a number of activities for Olympic fans of all ages at the GE Ice Plaza in Piazza Solferino in the heart of Torino's historic city centre. The GE Ice Plaza was inaugurated in December 2004 and continued to serve as a popular attraction throughout the Games. During the Games, the GE Ice Plaza featured free ice skating, daily live entertainment and the GE simulator, which showcased GE healthcare and jet engine technology. The GE Ice Plaza was also the venue for artistic performances that interpreted and conveyed the Olympic spirit through a mix of sounds, images, and a dramatic laser and light show – thus enhancing the Olympic experience for spectators.

“We built this ice rink...for the city and the city citizens. So we give something back to the city.” **Matthias Hansen, Global Director, Olympic Marketing, GE**

Sponsoring Signature Properties

The Olympic Games are about much more than sport. The full scope of the celebration engages the people of the host country and the world in a wide variety of ways, through an array of programmes and events. By supporting the core assets and signature properties of the Torino 2006 Organising Committee, Olympic sponsors helped the Games transcend sport and brought the spirit of this celebration of humanity to millions of people across Italy through cultural programmes and community events.





The FIAT Group & The Cultural Olympiad

The Fiat Group participated in the Cultural Olympiad with four initiatives that celebrated the arts, honoured Torino's history as a centre of industry and film and aligned well with the Torino 2006 themes of technology, style, and excellence. Fiat supported two major art exhibitions as part of the Cultural Olympiad: *Landscape and View from Poussin to Canatello*, which covered the history of landscape painting with 65 paintings from the 17th and 18th centuries; and *Luci d'Artista*, an open-air art exhibition hosted by the City of Turin. The Fiat Historical Centre hosted *Driving Force*, an exhibition on the theme of mobility and a celebration of Italian style. At the Museo Nazionale del Cinema in Turin, the film *Motore!* highlighted the connections between cinema and engines – both strongly linked to Turin since the beginning of the 20th century.

Coca-Cola, Samsung & The Olympic Torch Relay

Coca-Cola and Samsung, two Worldwide Olympic Partners, presented the Torino 2006 Olympic Torch Relay. Providing extensive promotional and operational support to the Relay, Coca-Cola and Samsung contributed essential support to one of the Olympic Movement's – and the world's – most engaging and inspiring phenomena. By staging community events in most of the 140 cities and 107 provinces that the Torino 2006 Torch Relay passed through, these sponsors helped tens of millions across Italy and neighbouring countries share a first-hand experience of the Olympic spirit.

Sponsor activation for Torino 2006

The Olympic brand is a powerful platform, and Olympic sponsorship is an extraordinarily versatile marketing investment. Olympic sponsors employ all aspects of the marketing mix to create strong programmes and activations that bring their support for the Olympic Games to life – adding depth and visibility to their sponsorship. By leveraging opportunities for high-impact advertising and public relations, appealing targeted promotions, distinctive experiential events, unmatched hospitality experiences and unique programmes for customers, consumers and employees, Olympic sponsors achieve their business objectives and generate strong returns on their investments.

Advertising

The Olympic Games is a multifaceted event, and the Olympic image is a multidimensional brand, offering partners a versatile marketing platform for advertising products and services.

By demonstrating the strong link between their products and consumers' enjoyment of Olympic winter sport and the Olympic values, sponsors created some of the most effective Olympic-themed advertising during Torino 2006.

Johnson & Johnson

An Official sponsor of Torino 2006, Johnson & Johnson creatively linked many of its personal care products to Olympic winter sport.

- Acuvue tagline: "Contact Lenses for Eyes that Thirst for Sport"
- Neutrogena theme: Heals dry skin caused by extreme weather
- Compeed tagline: "Athletes Don't Stop for Blisters"
- Piz Buin theme: Mountain sun care
- Johnson & Johnson Baby products: "Behind every Olympian is a great mum". This emotional and highly appealing slogan strongly linked Johnson & Johnson to the ideal of striving to achieve the Olympic dream.

Panasonic

Panasonic's advertising for Torino 2006 demonstrated that Panasonic technology helps us all share the passion of the Olympic Games. One television spot features a nightclub scene. On the Panasonic television screen behind the bar, in rich colour and with extraordinary clarity, are images of an Olympic Games curling event. The bar scene unfolds in a narrative that mirrors a curling competition, where the bar itself is the curling sheet, cocktail glasses are curling stones and the bartender's rag acts as a curler's broom. By skillfully integrating its product into a humorous advertisement that featured Olympic sport – one that enjoyed high ratings and interest at the 2006 Olympic Winter Games – Panasonic conveyed the fun of the Olympic Games and effectively delivered its core message of "sharing the passion".

Public Relations

More than any other sport or cultural event, the Olympic Games capture the world's attention – much of this attention coming from the media. Approximately 10,000 accredited media personnel worked the Torino 2006 Olympic Winter Games, from the written press, newswires, television and radio. With such opportune access to the media, many Olympic sponsors maximised their Games sponsorship with public relations efforts that delivered key messages to their targeted audiences.





GE

GE staged a media conference to unveil the latest portable ultrasound technologies that GE Healthcare provided for the care of Olympic athletes at the Torino 2006 polyclinic. The company leveraged its first Games as a Worldwide Olympic Partner to reveal new medical research results and to stage live demonstrations of GE ultrasound systems – both with participation from high-profile Olympic Winter Games athletes. Staged at the Torino 2006 Main Press Centre on Sunday, 19 February, the event attracted strong media attention for GE Healthcare technology and the sponsor's substantial support for Olympic athletes.

McDonald's

In the global spotlight of the Torino 2006 Olympic Winter Games, McDonald's rolled out its world wide Nutrition Information Initiative and new product packaging. The company staged a media event at the McDonald's restaurant in the Torino 2006 Main Press Centre to announce the initiative, and the event was attended by IOC President Jacques Rogge and attracted wide attention from the media. Following the announcement, the event continued with the unveiling of McDonald's "Passport to Play" programme – a grassroots sports programme, recently debuted in the United States, that features games from around the world to help make activity and fitness fun for children.

"We use the Olympic Games to support our important balanced lifestyles initiatives."

Nick Marrone, Senior Director Global Sports, McDonald's Corporation

Staging the Games

Contributing to the staging of the Torino 2006 Olympic Winter Games provided the Olympic sponsors with unparalleled opportunities to display core business solutions to a global audience, to earn distinction as industry leaders, to strengthen business relationships and to enhance brand identity in association with the power of the Olympic image. Customers can see a sponsor's products and services successfully operating in the challenging environment of staging the world's largest sporting and cultural event.





ASICS

Volunteers are an integral part of the successful staging of the Olympic Winter Games. Asics, an Official Supplier of Torino 2006, outfitted as many as 18,000 Torino 2006 volunteers in apparel that both displayed the Look of the Games and protected the volunteers from harsh winter weather conditions. The company also provided uniforms for the Torino Organising Committee staff and the Italian Olympic team.

“Our company is particularly for fashion. For us the Olympic Games represent the most important event for our goods.” **Francesco Aresi, President, Asics Italia**

Telecom Italia Group

The Telecom Italia Group, including Telecom Italia and TIM, supplied all the telecommunications services with fixed and mobile line technologies for Torino 2006 and contributed particularly to the planning and construction of the official web portal. The following figures convey only part of Telecom Italia's contribution:

- 5,000 standard POTS & ISDN telephone connections
- Mobile communication on Olympic venues and valley roads
- Lines for networks at 10,000 points
- Internet access
- Wi-Fi systems at 18 venues
- Local area networks (LAN) for 40 venue sites
- Cabling along ten ski tracks for timing

“The Olympic Winter Games are a great occasion for Turin and for the entire nation to demonstrate to the whole world Italy's organisational, innovative and technological capacities. This is why telecommunications takes on strategic importance for its capacity to supply prompt and complete information: both for top level sports, transmitting images, results and information reliably and in real time, and also for all those activities involved in the logistics and organisation of an event like this that attracts thousands of fans to environmental situations where it is not always easy to operate.” **Marco Tronchetti Provera, Telecom Italia President**





Showcasing

As an event that commands the world's attention and draws hundreds of thousands of visitors to the host region, the Olympic Games place sponsors in an unrivalled position to showcase their products and services. The festival atmosphere of the Torino 2006 Olympic Winter Games provided on-site opportunities for sponsors to display their brand identities and to put their innovations, products and technology into the hands of consumers.

Samsung

The Olympic Rendezvous at Samsung (OR@S) has been the pavilion that serves as the centrepiece of Samsung's on-site Olympic programmes for fans and athletes during the last four Olympic Games. The tradition began at Sydney 2000 and continued through to Torino 2006 at Piazza Solferino. At OR@S, fans enjoyed special exhibits, daily live entertainment and a showcase of Samsung's latest wireless products and mobile phones, including the official Torino 2006 SGH-D600 phone and prototypes of the SGH-D820 and SGH-D800 phones. More than 2.1 million spectators had visited OR@S at Sydney 2000, Salt Lake 2002, and Athens 2004 combined – and Torino 2006 added another 380,000 visitors to the total for this showcasing centrepiece.

Paniere

No other event compares to the Olympic Games in demonstrating the host region's culture and heritage to the world. Paniere, a brand that produces food products typical of the Province of Torino, maximised this opportunity by becoming an Official Supplier of Torino 2006. Paniere showcased local food products by creating snack points and supplying several Olympic competition and non-competition venues. By providing food products for spectators, sponsors, the Olympic Family and the workforce, Paniere gained significant brand exposure, built a strong connection to its home community and developed relationships with potential business partners.

OMEGA Pavilion

The Omega Pavilion at Torino 2006, located in the heart of the city's fashionable shopping district, was an elegant shop and hospitality facility that effectively showcased Omega's special Olympic collections of wristwatches, its limited edition replica pocketwatch from the 1932 Olympic Games and its "Great Moments in Time" campaign celebrating the company's official timekeeper role at 22 Olympic Games.



“The ability to showcase our imaging technologies and to host our best customers from around the world to experience those applications in real time is a major benefit.”

Greg Walker, Director and Divisional Vice President, Brand and Market Development, Eastman Kodak Company

Community & Legacy Programmes

By creating an Olympic legacy of civic improvement, community outreach and support for youth, sponsors enable the Olympic spirit to move the world forward. The impact of Olympic sponsor programmes often resonates long after the flame is extinguished at the Closing Ceremony. Many Olympic sponsors make contributions that reach beyond the 17 days of the Olympic Games by continuing to enhance the host city's environment and improve the quality of life for its inhabitants. Others create special long-term programmes, make gestures of goodwill, or donate gifts to honour the host city and commemorate the celebration of the Games. Legacy programmes for the 2006 Olympic Winter Games will significantly enhance the sponsors' ties to Turin for years to come.

McDonald's

In the spirit of the Olympic Winter Games, McDonald's created a legacy to honour the host city and to commemorate Torino 2006 with a gift to better the lives of those in need. The McDonald's Corporation and Ronald McDonald House Charities made a special donation of a family waiting area at Regina Margherita Children's Hospital in Turin. Donated for use by the hospital's young patients and their families, the family waiting area was opened on 20 February, during the 2006 Olympic Winter Games. Ronald McDonald House Charities creates, funds and supports programmes that directly improve the health and well-being of children worldwide.





Kodak

Kodak provided its latest digital medical and dental imaging technology to the Torino 2006 Olympic Winter Games, ensuring that athletes had the best available systems for diagnosing injuries and other health concerns during the Games. Kodak installed a broad range of solutions at three polyclinics in the Olympic Games region to capture, view, manage, print and archive patients' medical images. When the XX Olympic Winter Games concluded, Kodak arranged for all this equipment to be transferred to the local health community for the benefit of the local citizens.

Promotions

Sponsors of Torino 2006 developed Olympic-themed promotions that generated the reciprocal benefits of elevating the profile of the XX Olympic Winter Games and using the appeal of the Olympic Games to engage customers and consumers in their brands, products and services and to encourage purchases.

“We can take packaging, we can take displays using the Torino marks and really bring it to the consumer. It builds awareness of our brand. It helps us get into accounts we’re not normally in.” **Tony Ponturo, VP of Global Media & Sports Marketing, Anheuser Busch**

VISA

In an effort to extend the Olympic experience to consumers around the world, Visa created the “Visa Championships – Torino 2006” online tournament. In this competition, players from 23 countries competed in three virtual Olympic winter sports to win a trip to the XX Olympic Winter Games to participate in the Global Finals of the game. The programme used online gaming – the fastest growing segment in the entertainment industry – to raise awareness of the Torino 2006 Olympic Winter Games and to increase the company’s brand relevance with young adults.

In cooperation with Worldwide Olympic Partners Lenovo and Panasonic, Visa challenged players from around the world to master three Olympic winter disciplines – bobsleigh, giant slalom, and snow board cross – in a competition that progressed from preliminary rounds in local communities to national competitions, to the global finals in Torino. Each of the 23 participating countries was represented by its national winner in Torino, and the finals were televised live on Sky TV in Italy.

Over the course of the competition, nearly 100,000 gamers reviewed the site, and players spent an average 47 minutes playing the game. The promotion received major media attention and hit a key target demographic for the Visa brand.

“For us, it is about building marketing campaigns and programmes to lift the brand and drive our card sales volume and for opportunities to showcase products and services.” **Scot Smythe, Senior Vice President, Global Sponsorship, VISA International**

GE

GE created a total of 43 different Olympic-themed promotions before and during Torino 2006, including internal incentives, consumer sweepstakes and customer incentives. Consumer promotions were particularly successful, raising awareness of the Games while also solidifying GE's identity as a Worldwide Olympic Partner:

- Switch & Win sweepstakes in the US generated significant demand for GE's Reveal light bulb product – the most successful promotion in the past 30 years for GE Lighting.
- In the Brilliant Performance sweepstakes in the UK, promotional packs of halogen light bulbs outsold normal packs by 223%.
- The Switch & Win programme for GE Lighting in China generated a 43% sales increase for the first quarter of 2006.

Sanpaolo

Sanpaolo IMI, in cooperation with TOP Partner Visa, launched a series of Olympic-themed cards to generate card usage by its customers and to promote the Torino 2006 Olympic Winter Games. The Soldintasca 2006 Visa Electron, a series of non-rechargeable prepaid cards featuring 12 different designs based on the XX Olympic Winter Games, was one of the most successful Olympic-themed customer programmes. One year after the launch, more than 350,000 cards had been sold.

Fontanafredda

Fontanafredda, an Official Supplier for Torino 2006, is one of the most important producers of Barolo and other wine varietals that are characteristic of the Piedmont region.





The winery created a range of six promotional wines to celebrate the Torino 2006 Olympic Winter Games. The goals were to offer a range of typical wines from the region, with each wine expressing the best of the Piedmontese oenological tradition and to create a collector's range for Barolo and Barbaresco. In addition, elegant Olympic-themed packaging was created to be used by different sales channels and for business-to-business sales to attract consumer attention.

- More than 6,000 litres of Fontanafredda wine were sold through the official Torino 2006 licensing programme. Fontanafredda wines were among the five most requested items in the programme, from a total of more than 1,000 products.

“[The Olympic Games] was an opportunity to make our brand more and more known to the consumer, and also to emphasise the characteristics of our products.”

Giovanni Minetti, Managing Director, Fontanafredda

Experiential Events

Olympic sponsorship offers opportunities to engage consumers – spectators, visitors and fans – as they celebrate the Games. Through special interactive programmes, events, and activities, Torino 2006 sponsors provided consumers with unique Olympic experiences and conveyed powerful messages about their brands.

Coca-Cola

Coca-Cola brought a range of new and traditional experiential programmes to the Torino 2006 Olympic Winter Games:

- Coca-Cola's Official Olympic Pin Trading Centre offered fans the opportunity to engage in a long-standing Olympic tradition
- Coca-Cola's Sports Simulators featured point-of-view simulations of such sports as bobsleigh, snow boarding and giant slalom
- The Coca-Cola Video Game Kiosk provided teen-relevant Olympic sport entertainment
- An ice hockey slapshot experience, sponsored by Powerade, where visitors tried their hand at trying to score goals on an actual ice surface
- A Coca-Cola concert stage entertained visitors in the heart of Turin with live musical acts – from emerging artists to headlining performers – each night during the Games





- Coca-Cola cruisers distributed free samples of Coca-Cola Light, stimulating on-the-go consumption. Coca-Cola estimated that the company's various programmes during the Torch Relay and the Games would have the potential to deliver a strong, active Coca-Cola branded Olympic experience directly to up to one million consumers

Anheuser-Busch

Anheuser-Busch, an Official Sponsor of Torino 2006, staged four parties at Club Bud, the company's main showcasing operation in Turin. An impressive and distinctively branded venue overlooking the river, Club Bud's atmosphere was filled with music and light. The glass pyramid structure offered fantastic views of the city and a range of environments – from the sports bar to the lounge, and from the dance floor to the hot tub.

The parties generated great attention throughout the city. The ideal setting and the extraordinary atmosphere attracted 1,200 to each party, including top Olympic athletes, media, celebrities, and Bud's target market consumers. Most importantly, Club Bud and the Bud parties helped build awareness of the company's involvement in the Games, enhanced the nightlife surrounding Torino 2006, and effectively delivered a unique event with a powerful branded message to Anheuser-Busch's target market.

Customer Incentives & Rewards

The Olympic Games offer sponsors a wide range of opportunities to generate increased business from established and potential customers. By creating innovative incentives and rewards programmes for their customers in the lead up to 2006, Olympic sponsors leveraged the appeal of the XX Olympic Winter Games as a business platform. Programmes consisted of Olympic-themed incentives with the potential of receiving a trip to the Olympic Games or other Olympic prizes.

GE

GE created a range of customer incentives for distributors, retailers and other customers across a broad range of business units, very effectively leveraging its Olympic association to generate increased sales.



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Kodak Digital Cameras



Kodak





- The Stay Ahead of the Game sweepstakes for fleet rental offered chances to win trips to the Torino 2006 Olympic Winter Games. The programme increased the daily rate on rental fleet by 9.8% in the third quarter of 2005
- The Seal the Victory incentive for distributors of advanced materials, which offered percentage discounts on volume orders and chances to win prizes, increased sales by 15% year-on-year

Hospitality

Olympic Games hospitality is one of the greatest business network opportunities in the world. Torino 2006 provided sponsors with the opportunity to strengthen business relationships, to recognise top sales-people, to thank key customers, and to develop new partnerships in an unmatched setting at the world's greatest sporting and cultural event.

Reale Mutua

Reale Mutua, an insurance company and an Official Sponsor of Torino 2006, developed a hospitality programme to strengthen relationships with agents and top customers, consumers and the media. With both a daily hospitality programme and four-day hospitality packages, the company targeted these key audiences in various ways. Taking full advantage of the opportunity, Reale Mutua provided guests with hotel stays, event tickets, tickets to the Olympic Medals Plaza and the chance to enjoy other activities. Guest waves were divided by audience: VIPs and Top Agents; Customers winning the "Vinci con Reale" incentive contest; Staff winning the sales contest; and Agents winning the sales contest.

Kodak

Kodak conducted a successful hospitality programme at the XX Olympic Winter Games, offering guests from around the world the chance to see Olympic Games events and to observe the company's Olympic Games contributions at work through tours of the Kodak Image Centre, the Olympic Polyclinic and the accreditation centres. The experience helped the company strengthen business relationships, cultivate new partnerships and demonstrate its corporate vision and capabilities to key customers.

- 100% of Kodak's guests rated their experience at the Olympic Games as very good or excellent
- 98% reported a favourable or very favourable impression of Kodak following Torino 2006

“The return that we get on our hospitality programme is really an opportunity for our Kodak hosts to spend four or five days with a customer that normally they can’t get thirty minutes with, so they’re in an environment that’s conducive to a great discussion, they can talk about business, they can get to know each other, build a relationship with each other. It’s also a great opportunity for our guests to see what Kodak does behind the scenes of the Games. We take a lot of our key customers and also our senior management behind the scenes into our image centre operations, into our accreditation centre operations and our polyclinic operations at the Games so they can see exactly what Kodak does. They can see our products and services in operation.” **Karen Kozak, Manager, Olympic Marketing, Eastman Kodak Company**

Employee Incentives & Rewards

Olympic sponsorship has a profound impact on corporate culture and sponsors have developed strong programmes to engage their employees in the Olympic spirit. Through employee programmes at the Torino 2006 Olympic Winter Games, Olympic sponsors motivated their employees, rewarded top-performing staff members and involved their personnel in an important corporate endeavour while leveraging an opportunity to strengthen morale and build staff loyalty.

Manulife

Manulife, a Worldwide Olympic Partner, conducted on-site hospitality at the 2006 Olympic Winter Games, honouring and rewarding the company’s top selling partners, intermediaries and clients, while showcasing the company’s strong support for the Olympic Movement.

To help manage and operate the company’s Torino 2006 hospitality programme, the company selected a team of top-performing associates as volunteers following a highly selective nomination, selection and training process. At Torino 2006, they enjoyed a once-in-a-lifetime experience while serving as frontline goodwill ambassadors to key constituents and business partners.

With Olympic Games tickets, tours of Italy, opportunities to meet Olympic athletes and a stay at a





stunning resort in the beautiful lake region near Turin, Manulife rewarded its top agents and sales intermediaries with a unique experience for their achievements, while also strengthening those relationships, building morale and increasing loyalty through its association with the Games.

“The people that we have coming into our programme are really the best in our business. They’re people that have achieved a great deal. We’re here to recognise their performance.” **Rob Friedman, Assistant Vice President of Sports & Event Marketing, Manulife**

McDonald’s

McDonald’s has developed a strong tradition of sharing the Olympic experience with its top restaurant employees from around the world. McDonald’s brought its Olympic Champion Crew of more than 300 top-performing restaurant employees from 24 countries and five continents to Italy to help serve athletes, coaches, officials and media at McDonald’s restaurants at the Main Press Centre and the Olympic Village.

The crew was selected as “the best of the best” – from the more than 1.6 million McDonald’s employees from 30,000 restaurants in more than 100 countries around the world – in recognition of outstanding job performance based on the Olympic values they share with the athletes: team work, speed, accuracy and excellence. On the day before the Torino 2006 Opening Ceremony, McDonald’s held a special event and ceremony with renowned Olympic athletes and McDonald’s executives to honour and motivate the crew.

The Olympic Champion Crew programme is vital to the corporate culture of McDonald’s, where 20 of the company’s top 50 worldwide management members, 70% of McDonald’s restaurant managers, 40% of McDonald’s franchisees, and the McDonald’s Corporation CEO Jim Skinner began their careers as restaurant crew members.



“Our Olympic Champion Crew programme is an opportunity for our best employees around the world to serve the best athletes in the world.”

Nick Marrone, Senior Director, Global Sports Marketing, McDonald’s

“The Olympic Games provide the ideal forum to recognise and reward these outstanding restaurant employees who truly exemplify the Olympic ideals of teamwork, excellence and being the best.” **Mike Roberts, Chief Operating Officer, McDonald’s**

Sponsorship of the Olympic Torch Relay

The Coca-Cola Company and Samsung presented the Torino 2006 Olympic Torch Relay, sharing the spirit of Olympism with millions of people as the Olympic flame visited 140 cities and 107 provinces in Italy and neighbouring countries. Both Worldwide Olympic Partners contributed not only to the staging of the Torch Relay, but also to building excitement for the event, involving local community heroes as torchbearers and enhancing the experience for consumers.

Coca-Cola

Coca-Cola developed promotions to encourage nominations of inspiring individuals from local communities to participate as torchbearers, ensuring that the majority of torchbearer slots were held by the public. Coca-Cola also helped local residents welcome the Olympic flame in every city along the relay route with city celebrations including fan festivities, engaging interactive elements and live entertainment.

Coca-Cola’s city celebrations offered:

- Sports simulators that provided fans with a point-of-view interactive experience of several Olympic winter sports
- Coca-Cola Cruisers offering samples of Coca-Cola products
- The Torch Pin Kiosk that provided spectators with the opportunity to have their photo taken as they held the Olympic torch, and to have that photo set in a special Olympic pin
- The Video Game Kiosk to engage youth in Olympic sport through their passion for gaming
- A stage for dance and drum routines, singers and performers, and DJ dance parties









Samsung

Samsung helped to generate excitement for the Torino 2006 Olympic Torch Relay and selected torchbearers through a holistic nomination campaign, including:

- Retail Promotions
- Television, Print and Outdoor Advertising
- Public Relations
- Media Partnerships
- Online Promotions
- Off-line Events

The company shared the torchbearer experience with the more than 36 countries around the world and the vast majority of the torchbearers were consumers. The wide range of promotions elevated the Samsung brand image, generated incremental sales, strengthened Samsung's relationships with business partners and retailers, and raised public awareness of Samsung's key role as a Worldwide Olympic Partner.

Samsung also contributed significant operational and logistical support to the relay. For the first time, Samsung provided organisers with its latest flagship handset, the SGH-D600, featuring the state-of-the-art mobile information service Wireless Olympic Works (WOW) to facilitate operations. The system's group messaging capabilities and up-to-the-minute information helped officials manage Torch Relay operations. In cities along the relay route, Samsung engaged in promotional activities including high-tech caravans, celebratory events with Olympic athletes, a New Year's Party in Naples and other festivities.

Managing the Olympic Sponsorship

The Olympic Movement manages the Olympic sponsorship with a twofold mission:

- To enable each partner to derive the value from its Olympic association
- To ensure that Olympic sponsorship supports the Games and the athletes in a manner that promotes the Olympic ideals

The Olympic Movement, including the IOC and the Turin Organising Committee, provided comprehensive services and resources to the Olympic sponsors to ensure that Olympic sponsorship of Torino 2006 was a highly valuable corporate marketing investment.



Dedicated Support

Olympic sponsors at both the worldwide and domestic levels received substantial support for their Olympic marketing programmes. The IOC and the TOROC account management teams provided assistance in activation, resolution of issues, and support for maximising showcasing, hospitality and on-site operations at the 2006 Olympic Winter Games.

The IOC provided its largest sponsorship account management team ever for Torino 2006. IOC Television & Marketing Services, the marketing arm of the IOC, is committed to continuing to grow this division of the organisation in the future to ensure the highest level of service and support for Olympic sponsors.

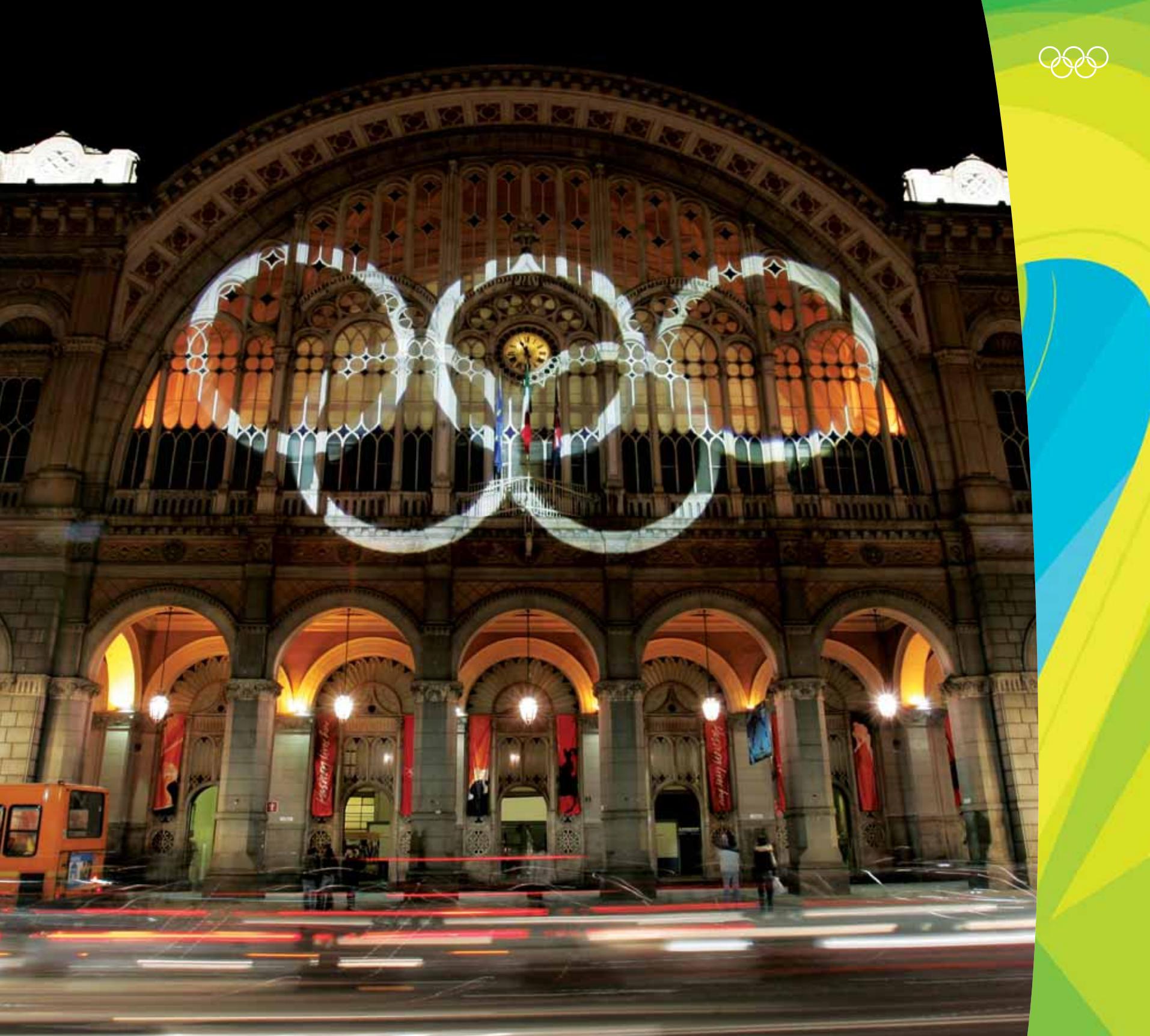
Services & Resources

The IOC provides vital services and resources for Olympic sponsors to enhance and strengthen the partners' association with the Olympic Games.

Athena – The Olympic Marketing Extranet, known as Athena, is an interactive online communications resource for Olympic partners, with a comprehensive research database, daily operational updates and one of the most technologically advanced online approval systems in the sports industry. The Athena system provides vital resources and information to Olympic partners, and also ensures high efficiency in approvals for successful Olympic sponsorship activations.

Olympic Marketing Research – The IOC conducts global marketing research projects that promote a strong understanding of consumer perceptions of the Olympic Games, the Olympic brand and the value of Olympic sponsorship. Research conducted after each Olympic Games includes a 12-country brand study for Torino 2006 that provided keen insights which enable the IOC and Olympic partners to develop the most successful strategy for Olympic marketing.









The Olympic Museum – Overlooking Lake Geneva in Lausanne, Switzerland, the Olympic Museum is an extraordinary facility dedicated to the history of the Olympic Movement and the Games. The Museum has given Olympic partners a deeper knowledge of and relationship with the Olympic Games by providing information for projects as well as an ideal setting for sponsor board meetings, product launches and global marketing conferences.

OTAB & OPAB – Olympic imagery has unmatched power and appeal worldwide, and can add significant value to an Olympic partner's marketing initiatives. The Olympic Television Archive Bureau, the Olympic Photographic Archive Bureau and the IOC's Department of Information provide Olympic partners with access to more than 40,000 hours of historical moving images from the Olympic Games and more than 6 million still images dating back to the first modern Olympic Games in 1896.

Filming – The IOC documents all aspects of the Olympic Games and Olympic marketing programmes on film and produces powerful videos about the sponsors' contributions to the Olympic Movement and the Games. Through images, interviews and strong narration, these videos demonstrate the scope of sponsor involvement in the staging of the Games and the value that sponsors bring to the Olympic experience. Available to sponsors, these "Camera of Record" films are useful tools for internal communications.

Marketing Consultation for Strategy & Activation

The team of IOC Television & Marketing Services includes experts in the global and local activation of Olympic sponsorship programmes. Utilising accumulated experience from several Olympic Games and keen insights into market trends, consumer perception and sponsorship marketing, IOC Television & Marketing provides Olympic partners with strategic consultation on the development and execution of sponsorship programmes.





Torino 2006 Olympic Tickets



The ticketing programme for the XX Olympic Winter Games in Turin was highly successful. The excitement of Torino 2006 competitions and ceremonies attracted visitors and spectators from Italy and around the world, who purchased 90% of the available tickets. The programme reached its budget target on Day 6 of competitions, and ultimately surpassed its goal by €5 million.

Torino 2006 tickets

<i>Tickets Available</i>	1,133,481
<i>Tickets Sold</i>	896,481*
<i>Target Revenue</i>	€ 64,400,000
<i>Total Revenue</i>	€ 66,000,000** [4% over target]
<i>Ticket Sales to Public</i>	495,000 [55%]

* This figure does not include 30,000 tickets sold for the training sessions at Palavela

** This figure represents the net to the Organising Committee after VAT





Ticket Promotions

The Marketing Department of the Turin Organising Committee was responsible for all technical aspects of promoting the sale of Olympic Winter Games tickets to various target markets, including:

- the public
- associations and federations for winter sports in Italy
- residents of the mountain and valley areas of the Piedmont Region
- schools and other educational organisations

Four major promotional approaches were used to raise awareness among these audiences:

- traditional advertising
- newspaper promotions
- direct mail
- sponsor points of sale

Olympic Sponsor Support

Several Olympic sponsors contributed to the success of the Torino 2006 Ticketing programme:

- Visa provided and operated the payment systems for the purchase of Torino 2006 tickets
- TicketOne offered Torino 2006 tickets online and at 350 retail points of sale
- Sanpaolo promoted and sold Torino 2006 tickets at 3,000 bank branches





Ticket Sales Process

The first phase of Torino 2006 ticket sales ran from November to mid-December 2004, with a random selection system applied for cases in which demand exceeded availability. Buyers received official notification from the Organising Committee confirming the purchase of tickets in January 2005.

The second phase of Torino 2006 ticket sales began in February 2005 with real-time sales. Buyers received vouchers immediately and tickets were shipped to the purchasers' addresses in December 2005.

Real-time Ticket Sale Channels

<i>Location</i>	<i>Available Sales Channels</i>
<i>Italy</i>	www.torino2006.org/tickets <i>Torino 2006 Call Center</i> <i>3,000 branches of the Sanpaolo Group</i> <i>350 TicketOne points of sale</i>
<i>European Economic Area</i>	www.torino2006.org/tickets <i>Torino 2006 Call Center</i> <i>National Olympic Committees</i>
<i>All Other Countries</i>	<i>National Olympic Committees</i>

Torino 2006 Ticket Pricing Facts

17% of the tickets are priced between € 20 and € 30
 33% of the tickets are priced between € 30 and € 50
 24% of the tickets are priced between € 50 and € 80
 12% of the tickets are priced between € 80 and € 100
 8% of the tickets are priced between € 100 and € 150
 6% of the tickets are priced over € 150
 Sports ticket price range: € 20 to € 370
 Ceremony ticket price range: € 250 to € 850





Torino 2006 Licensing



The Torino 2006 licensing programme provided consumers with merchandise and souvenirs that commemorated the XX Olympic Winter Games, represented the Olympic image and expressed the unique spirit and identity of Torino 2006. The licensing programme was a great success, with a large selection of apparel and other merchandise that carried the Torino 2006 emblem, design elements, pictograms and mascots available through a wide range of sales channels.

- Royalties from the sale of Torino 2006 merchandise provided support for the Italian Olympic team and the staging of the XX Olympic Winter Games
- The Organising Committee established a sophisticated national and international sales network of more than 2,000 authorised retailers of official Torino 2006 merchandise
- During the Games the Olympic Superstore welcomed more than 300,000 customers
- Sales peaked with more than 22,000 receipts on 18 February 2006
- Torino 2006 continued strong Olympic traditions by developing programmes for Olympic coins and stamps

Torino 2006 Licensing Facts

Official Licensees	32
Product Categories	35
Products Sold	540,000
Total Revenue	€ 16.7 million
Target Revenue	€ 15 million
Gross Games-time Sales [1 – 28 February]	€ 11.8 million

Licensing Programme Development

The Turin Organising Committee identified key principles for a successful licensing programme for the XX Olympic Winter Games. These principles guided the development and activation of the programme, ensuring that the programme suited the Italian marketplace, fostered strong partnerships and maximised sales opportunities.

Establishing Strong Partnerships – The Turin Organising Committee built strong partnerships by providing licensees with exclusive rights to major product categories that included a range of items. For example, Asics – an Official Sponsor of Torino 2006 – was the exclusive Torino 2006 licensee for product categories that included outerwear, sportswear, casual wear, clothing accessories, rucksacks and big bags.

Creating an Effective Distribution Network – The Turin Organising Committee established a sophisticated distribution network that provided consumers with a range of opportunities to purchase official Torino 2006 merchandise through a variety of sales channels:

- multiple Olympic Stores throughout Italy
- efficient online purchasing opportunities
- effective concessions at Olympic venues

A full 70% of licensed merchandise sales were generated through the Turin Organising Committee's distribution network. The remainder resulted from partnerships with various National Olympic Committees for sales outside Italy.

A Sophisticated Sales Network – To ensure the success of the Torino 2006 licensed merchandise programme, the Turin Organising Committee developed a sophisticated national, international and e-commerce retail sales network. These networks shared the spirit of Torino 2006 with the world by providing consumers with multiple channels for purchasing official merchandise and souvenirs.





Earbags Paraorecchie



Five Olympic Stores opened throughout Italy during the lead-up to the Games. The Olympic Superstore, a 2,000 square metre retail centre in Torino's Piazza Vittorio Veneto, opened for business on 1 December 2006. The Organising Committee also established strategic partnerships with major retailers and made merchandise available online at www.olympicstore.it

The Organising Committee also established agreements with the National Olympic Committees in Canada, Japan and the United States to market official Torino 2006 merchandise in those countries. In addition, Torino 2006 retail areas were created in airports in Austria, Sweden, Switzerland and Denmark.

National Retail Network

Olympic Stores: 5

Authorised Retailers: 2,000 +

Partnership with Carrefour Italia for national distribution: Retail "corners" in 40 Carrefour stores

E-commerce

Online sales in Italy and abroad via www.olympicstore.it

The Olympic Superstore

Types of Merchandise Available: 800 +

Superstore Customers: 300,000 +

Area: 2,000 square metres

Maximum Capacity: 1,200 people

Staff: 150

Venue Concessions

Open: Games Time

Venue Concession Areas: 40

Total Area: 1,500 square metres

Staff: 250





Olympic Sponsor Support

Olympic sponsors participated in the Torino 2006 licensing programme in various ways, furthering their support for the XX Olympic Winter Games, providing high-quality merchandise to consumers and contributing to the overall success of the programme:

- Visa International, a Worldwide Olympic Partner, supported the licensing programme by providing the payment systems to facilitate the purchase of official merchandise.
- The Swatch Group – parent company of Omega, a Worldwide Olympic Partner – participated in the programme as a licensee, creating high-quality timepieces that commemorated the Games. In addition, the company created limited-edition timepieces to reflect its long history of support for the Olympic Games, including the Omega Olympic Timeless Collection of six chronographs and the Omega Pocket Watch 1932 – a replica of the Omega chronograph used by timekeepers at the 1932 Olympic Games in Los Angeles.
- Asics, an Official Sponsor, made clothing, accessories and other apparel with the Torino 2006 identity available to consumers.

Successful Numismatic & Philatelic Programmes

Torino 2006 continued a long tradition in the Olympic Movement by creating Olympic coins and stamps that commemorated the XX Olympic Winter Games.

The striking of Olympic coins began in ancient times, and was revived at the 1952 Olympic Games in Helsinki. Torino 2006 struck 11 Olympic coins at the Italian Mint – the *Istituto Poligrafico e Zecca dello Stato*. The collection of six silver coins and five gold coins depicted various Olympic winter sports disciplines, monuments of the Turin region and the symbol of the Torino 2006 Olympic Torch Relay. Of nominal value ranging from €5 to €50, the coins were distributed in Italy by the Mint, 3,000 Sanpaolo bank branches and other group banks.

The Torino 2006 philatelic programme, which continued a tradition that began with the first modern Olympic Games in Athens 1896, included a series of seven stamps. One stamp was dedicated to the Torino 2006 mascots, while the others celebrated the cities hosting Torino 2006 competitions. At the commencement of the XX Olympic Winter Games, nine additional stamps were issued, with eight depicting the Olympic winter sports and one dedicated to the Paralympics.

Torino 2006 Official Licensees

Licensee	Products
Asics	Outerwear, sportswear, casual wear clothing accessories, rucksacks, big bags
AAMS – Consorzio Lotterie Nazionali	“Gratta e vinci” programme
BHolding	Notebooks and lenticular accessories
Boglaffi	Posters
Caffarel	Chocolate
Cattaneo Cravatte	Ties, silk foulard and pochette
Codital	Slippers
Dale of Norway	Norwegian knitwear
EarBags	Earwarmers
Editrice il Castoro	Mascots books for children
Ferrino	Mountain and trekking accessories
Fontanafredda	Wines
Fun Box	Board games
Giemme	Writing instruments, mousepads and umbrellas
Giochi Preziosi	Stuffed toys
Ikon	Celebrative medals
Innov8	Scarves
ISM Ltd.	Video games
Kelemata	Perfume, lipstick
La Stampa	Special projects
Lanterna Magica	Home video cartoon
Mondo	Balls, snow toys
Pastiglie Leone	Candy pastilles
Ravensburger	Puzzles
RCS – Gazzetta Dello Sport	Sports-themed books, DVDs
Segway inc.	Segway human transporter
Seri System	Porcelain accessories [mugs, plates], non-sport luggage, thermal bags, towels, blankets in wool (non-Norwegian) and fleece
Sintesi	Ski helmets, bibs, tubolars, headbands
Smoby Italia	Die cast, pinball game
The Swatch Group	Watches, stop-watches
Tecnoptic	Eyewear
Trofè	Pins, key chains







Protecting the Olympic Brand



The value of an association with the Olympic Games is upheld by the strategies and programmes that the Olympic Movement implements to protect the Olympic brand and the Olympic partners' exclusive marketing rights. In 2006, the Olympic Parties – the IOC, the National Olympic Committees and the Turin Organising Committee – combined their efforts to develop and execute strong initiatives to protect the Olympic brand as well as raise awareness of the general public on ambush marketing within the host country and worldwide. Employing successful practices from past Games as well as innovative new methods, the 2006 Olympic Winter Games established a new standard in the protection of the Olympic brand and partners' rights.

IOC Anti-Ambush Campaign

For Torino 2006, the IOC developed for the first time an international anti-ambush campaign implemented by the National Olympic Committees on the prevention of ambush marketing for the benefit of the Olympic Movement. The objectives of the campaign were to build awareness of the contributions of Olympic sponsors, the threat of ambush marketing and the negative impact of ambush marketing on the Olympic Movement. To this end, the IOC developed and distributed a kit to National Olympic Committees providing guidance on local implementation of the campaign.



The key messages of the campaign communicated the identities, roles and contributions of Olympic sponsors, defined ambush marketing and the damage it can cause to the Olympic Movement and presented ideas on how stakeholders can combat ambush marketing.

Contents of the Anti-Ambush Campaign Kit

- Two template anti-ambush print advertisements – one all text and one containing visual
- Template letter for local advertising agencies – to solicit their support in the anti-ambush effort
- Template press release communicating the key campaign messages
- Tips for local anti-ambush communications initiatives
- Post-campaign analysis questionnaire

Implementation

- Anti-ambush campaign kit sent to all NOCs participating in the Torino 2006 Olympic Winter Games
- Kit was produced in three languages – French, English and Spanish
- Intensified application, funding and customisation of the campaign in 11 key markets selected by the IOC on such criteria as the history of ambush activities in the market, the relevance of winter sports in the market and markets identified by the TOP sponsors. The 11 markets were: Belgium, France, Germany, Japan, Korea, Mexico, Netherlands, New Zealand, Slovenia, Sweden and Switzerland.

Implementation Highlights

France

Advertisements were published from the end of January to the middle of February 2006, with placement in the leading business newspapers *Le Figaro* and *Le Monde* (717,000 total circulation), in the daily sports newspaper *L'Equipe* and in *L'Equipe Magazine* dedicated to Torino 2006 (724,000 total circulation) and in the two leading marketing and communication publications, *CB News* and *Stratégie*. The campaign was also featured on the French NOC website, the NOC newsletter dedicated to Torino 2006 and will be included in the 2006 annual report. The NOC staged a major press conference on 24 January 2006, which attracted attention from major French media.

Korea

The campaign was translated into Korean and placed in the magazines *Che Yuk*, *Kook Min Che Yuk 21* and *Si Min Che Yuk*, targeting a broad adult audience. On 6 February 2006, the NOC staged a major press conference that attracted national print and broadcast media attention.







The Korean NOC placed the campaign on its website and distributed leaflets and posters at national sports festivals, to national federations, to local sports organisations, and to Korean NOC local sponsors. Finally, the campaign was featured in the Korean public transport system:

- 3 Seoul subway lines – nearly 2.4 million passengers daily
- 1 Pusan subway line – more than 453,000 passengers daily
- Seoul buses – 33,357 passengers daily
- Pusan buses – 33,357 passengers daily

Mexico

As a result of a major press conference staged by the NOC of Mexico to address the subject of ambush marketing and to introduce the anti-ambush campaign, seven major newspapers in Mexico published articles on the subject on 2 February 2006. The NOC placed advertisements in the sports newspaper *Esto* and the daily newspaper *La Prensa* (750,000 total circulation), in the sports newspapers *Marcador* and *Ovaciones* and in the daily newspapers *El Universal* and *El Sol de Mexico*. The NOC also featured the campaign in its magazine and on its website.

Japan

In February 2006, the NOC of Japan provided extensive national exposure to the anti-ambush campaign by placing the Japanese announcements in numerous publications that covered a range of key demographics and interests:

- The monthly magazine *Nikkei Business* targeting the business community, with a circulation of 331,000 per issue
- The sports magazines *VS*, *Sports Yeah!* and *Number*, with a combined total circulation of 322,000
- The magazines *Weekly Pia*, *Yomiuri Weekly*, *Sunday Mainichi* and *Caz & Mart*, targeting the adult population, with a combined total circulation of 665,000





- The TV guide magazines *TV Pia*, *TV Guide Torino Special* and *TV Station*, with total circulation of 704,000

New Zealand

In New Zealand, the campaign received extensive support from the NOC, with publication of the print announcements in various daily newspapers, prominent coverage in NOC communications platforms, and direct communication with journalists.

- In January and February 2006, the colour advertisement was placed in:
 - the metropolitan daily newspapers *New Zealand Herald*, *Otago Daily Times*, *Dominion Post* and *The Press*, with total daily circulation of 434,483
 - New Zealand's 17 regional daily newspapers, amounting to 51 placements, with total daily circulation of 241,421
 - the national newspapers *Waikato Times*, *Sunday Star Times* and *National Business Review* targeting the business community, with total circulation of 258,411
 - the leading magazines *NZ Listener*, *North and South* and *Air New Zealand* targeting a broad audience
- The campaign was featured in the NOC electronic newsletter and NOC magazine. The NOC conducted direct discussions on the issue of ambush marketing with the media and the issue was raised in 17 different media platforms from January 12 to 21, 2006.

Key Results

- In certain countries up to 73% of the population was exposed to the campaign
- NOCs were vital for the international implementation of the campaign and played a key role when interacting with the local media community
- Unprecedented interest of the media in ambush-related matters
- Growing interest in the NOC community for brand protection matters



Broadcast and Internet Monitoring

The IOC continued the highly effective practices of broadcast and Internet monitoring during the 2006 Olympic Winter Games. Designed to protect the Olympic Movement and the contractual rights of broadcast and marketing partners, the sophisticated programme monitors global television broadcasts and thousands of web sites for various infringements of Olympic marketing, broadcasting and clean venue regulations:

- Any unauthorised use of the Olympic Marks
- Ambush marketing advertisements
- Commercial overlays on the Olympic Games broadcast, commonly referred to as “clean screen” infringements
- Overt in-studio commercial signage or presence marketing
- Misuse and/or unauthorised use of Olympic properties and/or rights by broadcasters rights holders, Olympic sponsors and NOC sponsors
- Olympic athletes’ and TV presenters’ manufacturers’ label on their clothing exceeding 20cm² in size

Compliance monitoring successfully identified infringing material in markets of concern, enabling the IOC to act swiftly for the removal of such activity to protect the Olympic brand and the rights of sponsors, broadcasters and licensees.

- The Olympic broadcast was monitored in 35 key markets
- An efficient communications network and reporting system was constructed between field analysts in 35 countries, the monitoring agency’s offices in several countries, and the IOC officials in Turin
- The programme included around-the-clock monitoring over the course of the first three days of competition

Clean Field of Play

The Olympic Games is the only major event in the world today that, as a matter of strict policy, maintains a commercial-free field of play, with very limited branding allowed. A clean field of play emphasises sport over the commercial agenda and protects the Olympic brand. This standard also eliminates distracting messages from the field of play and differentiates the Olympic Games from virtually all other sporting events.









- For several years before the Games, the IOC educated the Turin Organising Committee on branding policies and measures for ensuring strict compliance
- In the year leading up to the Games, the Organising Committee trained venue managers and other personnel on policies and practices for ensuring a clean field of play
- In the weeks and days prior to the Games, IOC brand protection teams toured all venues to ensure compliance with branding guidelines
- During the 2006 Olympic Winter Games, specialists and trained volunteers were deployed daily to ensure branding compliance and to protect the rights of Olympic partners
- The broadcast monitoring programme was instrumental in maintaining a clean field of play, as it enabled further analysis of critical areas
- For more than a decade, the IOC has worked with sporting good manufacturers worldwide to establish the Sports Goods Industry Marketing Code, an agreement that establishes a standard of fair marketing practices by sporting goods companies regarding the Olympic Games, Olympic imagery and Olympic athletes
- Athletes, NOCs, IFs and sports equipment manufacturers also contribute to setting a unique visual stage for the Games by adapting athletes' uniforms to Olympic standards which limit commercial branding

Throughout the Community

- The support of venue cities and other non-commercial bodies was instrumental to ensure a consistent brand image for the Olympic Games which avoided brand dilution and risks for ambush marketing
- Criminal, financial and civil law enforcement authorities from federal, provincial and municipal levels united forces to combat counterfeit merchandise and ambush marketing



Olympic Marks Approval

Olympic partners communicate their association with the Olympic brand through the use of Olympic marks, imagery and references. To protect the Olympic brand and to ensure the value of Olympic association for all Olympic partners, all such executions must adhere to established standards of proper usage.

The standards for proper usage of Olympic marks are guided by Olympic Charter and detailed in the *Olympic Marks & Imagery Usage Manual* published by the IOC. With these resources as a basis, the IOC and the Organising Committees review all materials, executions and communications of Olympic sponsors, broadcasters and other Olympic entities that include Olympic references, imagery or marks to ensure compliance with guidelines for proper usage. Furthermore, the IOC and the Organising Committee work to protect the rights of all Olympic partners by preventing and confronting the unauthorised use of Olympic marks, imagery or references by non-Olympic partners.

The Olympic Marketing Extranet online communications resource is instrumental in managing the process of Olympic marks approval worldwide. Known as Athena and managed by IOC Television & Marketing Services, the extranet provides Olympic partners with an efficient and effective means of submitting materials and executions for review and receiving timely approval.







Acknowledgements



The Olympic broadcast partners

United States – National Broadcasting Company Inc. (NBC)

Canada – Canadian Broadcasting Corporation (CBC)

Central/South America – Organizacion de la Television Ibero-Americana (OTI)

Europe – European Broadcasting Union (EBU)

Australia – Seven Network Limited

New Zealand – TV New Zealand (TVNZ)

Asia – Asia-Pacific Broadcasting Union (ABU)

Japan – Japan Olympic Pool

Korea – Korean Olympic Pool

South Africa – Supersport International

Middle East – Arabic Radio and Television (ART)



Worldwide Olympic Partners



Main Sponsors





Official Sponsors



Official Suppliers



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